HOW TO OPEN A NEW INSTITUTION

RESOURCE GUIDE

NATIONAL INSTITUTE OF CORRECTIONS
JAIL CENTER

PREPARED BY
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A WORD ABOUT THIS RESOURCE GUIDE

This resource guide has been assembled to help you understand and be able to execute the major tasks associated with facility transition. It is not quite a workbook, but it is more than a collection of articles.

The guide is divided into five parts, Transition Overview, Scenario Development, Policy and Procedure Development, Post Orders, and Action Planning. Each part shares the same structure. Each begins with a description of the subject. This is either an article or an outline overview. This cognitive information is followed by examples or other supporting material. These materials serve to reinforce and demonstrate the cognitive material. Each part closes with copies of the overhead transparencies that will be used in presentations during the training. This permits easy note taking from the presentation. In some cases, this material provides a step by step explanation of the subject being presented.

Besides each part of the resource guide having a structure the entire guide itself is structured to develop the relation: ships of the major tasks of facility transition. Transition Overview is the overarching topic which outlines a scheme for approaching the sizeable task of facility transition. It describes the task force approach to transition, the five task forces to be employed, the role of the coordinating committee, and the role of the task force coordinator. Within each of the task force areas, however, it is necessary to specify the operational elements that must be addressed, develop policies and procedures, and eventually, but most importantly, train staff.

The subsequent parts of 'the resource guide expand what should be accomplished in each task force area. Scenario development describes a dynamic process that should be applied to each operational element assigned to a task force. Scenario development becomes the cornerstone of the next activity, policy and procedure development. Good scenario development will facilitate policy and procedure. development. Prom policies and procedures follow post orders. From these, follow staff training. Inherent in each of the activities is action planning. Thus, the resource guide is organized to demonstrate the interdependence of these activities.

TRANSITION OVERVIEW

TRANSITION OVERVIEW

Transition to a new jail is more than simply a move from one facility to another. It is a complex set of tasks which must be begun and completed long before the actual move. It is the anticipation and preparation which will make a new jail effective in all aspects from the day on which it is opened. Transition is clearly a job that is beyond the ability of a single individual.

This section of-the resource guide outlines what is involved in the facility transition process. The article OPENING NEW PRISONS, JAILS, AND COMMUNITY-BASED CENTERS provides the basis for initiating a discussion of transition. The article promotes the use of task forces as a way of approaching this complex activity. The article is followed by a flow chart which depicts the relationships of major tasks that comprise transition. Finally, copies of the presentation material are included for your convenience and also later for your own presentations.

Opening New Prisons, Jails, and Community-Based Centers

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Mr. Dupree is a senior associate with Voorhis Associates, Inc. He has served as a training coordinator for several NONI sessions. For the past three years, Mr. Dupree has worked as a corrections consultant. Prior, he was responsible for the transition of the Truman Medical Center in Kansas City, Mo., to a $30 million teaching hospital.

Since most communities only construct a county jail once every 50 to 100 years, take advantage of the situation and do it right.

A few years ago a review of National Institute of Corrections technical assistance files revealed that many requests were from those who had just moved into a new or renovated county jail, and were having problems. In response, the NIC Jail Center in Boulder, Colo., developed a now much presented seminar, "How to Open New Institutions" (HONI). The purpose of the seminar is to aid local officials in their preparation of a transition strategy for their new county correctional facility (jail).

The design of the seminar began with a literature search. Unfortunately, this yielded very little. We then began to contact agencies, which often open up new facilities, to tap their experience and to locate any written materials. Agencies such as the General Services Administration, Armed Services, hospitals, universities, and hotels were contacted. Again, we came up with very little information.

In this process, however, we did identify several successful transitions, which were helpful in preparing the seminar. These included The Truman Medical Center in Kansas City, Missouri (David Dupree, transition coordinator), and The Boulder County, Colorado, Sheriff's Department County Correctional Facility (Dave Voorhis, transition coordinator).

In addition, John Milosovich had the experience of opening the Jackson County (Missouri) Community Correctional Center and renovated areas of that county's jail. Based upon this insight and knowledge. and the agency's technical assistance experience in institutional transitions, we began to develop the "How IO Open New Institutions" seminar.

Transition Principles

The following principles were developed as guidelines for the training program:

I. People support what they help to create;

2. Since most communities only construct a county jail once every 50 to 100 years, take advantage of the situation and do it right;

3. New buildings alone will not solve all problems, but can only aid in improving the security, programs, and services of an institution;

4. The opening of a new facility provides an opportunity for close scrutiny and review of how things have been done in the past, and how they can be improved; and

5. Many jails' operations are dominated by or dependent upon inmates; the transition provides an agency the opportunity IO take control and IO manage the system.

These concepts lead us to the use of the word "transition." We fell that for the reasons above (and for other reasons), an agency must do more than merely move from one location to another.

Why Task Forces?

The method we have recommended IO prepare for the new facility is the "Task Force Approach to the Transition Process." The basic reason for the use of task forces in the transition process is that they provide a highly organizable source of manpower through which the myriad of activities associated with the opening of a new facility can be accomplished. In the vast majority of instances, the job is simply too large for one person IO accomplish with any degree of effectiveness on a timely basis. The use of task forces allows the segmentation of transition activities into management units without severely compromising the key elements of authority and responsibility.

Also, in a number of controlled exercises (National Aeronautics and Space Administration, Desert Survival, etc.), it has been proven that there is more knowledge and information in a group than in any of its individual members. Since the transition decision-making process is highly dependent on the availability of knowledge (both didactic and experimental) and information, the utilization of task forces in decision-making holds a distinct advantage over individual decision-making. As Norman R. F. Maier states in his article "Assets and Liabilities in Group Problem Solving: The Need

for an Integrative Function": "Even if one member of the group (e.g., the leader) knows much more than anyone else, the limited unique knowledge of lesser-informed individuals could serve to fill in some gaps in knowledge."

Within any multifunctional organization. a high degree of interdependence and coordination must exist between various functional areas IO insure organizational effectiveness. The transition process tends to heighten the needs for interdependence and coordination as the new environment, equipment, operating procedures, and, often, personnel force a redefinition of functional relationships.

The task force approach IO the transition process, if used effectively. insures that the necessary level of interdependence and coordination is achieved by involving all principal functional areas in the planning and implementation of each activity. The task force approach allows a broader perspective on each activity. It also allows a greater number of approaches to a particular problem, as each task force member brings to the problem-solving process the concerns, interests, and vantage point of his functional area.

Decisions made by an individual that are to be implemented by others must be communicated by the decision-maker and supported by those responsible for implementation to be effective. Failures in communication often detract from the merits of a decision and can even cause its failure. Similarly, a decision which fails to achieve the acceptance of those responsible for implementing it rarely succeeds.

By involving in the decision-making process those individuals responsible for the implementation of the decision, the task force approach greatly reduces the chance for a communication failure, and increases the likelihood of the acceptance of the decision. Because they were involved in the decision-making process, those individuals responsible for implementation not only understand the decision (because they developed it), but they are also aware of any other alternatives that were considered and the reasons why they were rejected. They have an investment in the decision and feel a responsibility for making it work-people support what they help IO create.

Disadvantages

Social pressure can be a major negative force in the task force approach. The desire IO be a good group member and to be accepted, especially in the presence of organizational superiors or perceived experts, tends to silence disagreement. Majority opinions tend to be accepted regardless of whether or not they are logically sound.

In almost all task force situations an individual emerges and captures more than his or her share of influence. This individual, in most instances, is the formally designated leader, but may be an informal leader, who. by virtue of position, perceived level of expertise, or the size of his/her mouth, seizes the reins of leadership. However, the individual may not be the best decision-maker in the task force.

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His/her tactics for achieving domination fall into three broad and often intermingled categories: A greater degree of participation and enthusiasm; persuasive ability; and stubborn persistence.

Of course. none of these tactics is directly related to decision-making. Allowing such an individual and. his/her opinions to dominate the task force will most likely lower the objective quality of the decision reached.

In many situations, task forces are more willing than individuals to reach decisions involving risks because of the diffusion of responsibility in the task force decision-making process. It is important to note that the willingness to take risks may result in either high quality, innovative decisions. or poor ones. Careful scrutiny of the rationale supporting the decision reached can effectively guard against the Latter.

It has been stated previously that the task force approach provides a broader perspective to the decision-making process. inherent in such a broadened perspective is the possibility for disagreement. Disagreement can be a positive factor because it fosters closer evaluation of available alternatives. it may, however, be a negative factor because individual task force members can easily lose sight of the primary objective-making a quality decision-and, subconsciously, establish a new objective-winning the argument. If this exchange of objectives is allowed lo occur, the quality of the decision will suffer.

While the task force approach can reduce the overall time required for the transition process, it does require a sizeable investment in time from ail individuals who do not have subordinates to whom to delegate day-today activities. In such instances, careful prioritizing of job responsibilities -with, of course, the transition placed as highest priority-is necessary.

Developing the System

The task forces represent the primary work force for the transition process. In general terms, they are planning bodies responsible for the following:
1. identifying functional area and facility-wide needs as they relate lo a specific system or activity;
2. Collecting and analyzing available data related to a specific system or activity in order to determine how best that system or activity can meet the needs of those functional areas involved in its utilization;
3. Addressing unresolved issues or problem areas related to the utilization of the system or activity; and
4. Developing written policies and procedures lo insure accuracy and consistency in the utilization of the system or activity.

The number and types of task forces are dependent on the site and complexity of the new environment, its systems, equipment, and work force. in developing the task forces, every effort should be made to insure that all major activities related to the transition are included.

At a minimum, four task forces-support service, programs, security systems, and administration-are necessary. The support services task force should include all planning activities for the following function; areas and systems: food service, laundry, supplies and storeroom maintenance and janitorial services, mail service, and commissary.

The programs task force should include all planning activities for the following: intake and classification systems, court liaison, social service (caseworkers), and treatment services, including religious, educational an recreational services, work release and similar programs.

The security systems task force should bear responsibility for planning activities, such as the internal and external movement of inmates after the transition, related to all jail security systems and equipment.

The administration task force should plan all activities for personnel recruitment and selection, records and filing, budgeting, and overall facility administration.

Move Logistics

In addition to the four task forces described above. two special function task forces-move logistics and orientation and training-must be included in the transition process.

The move logistics task force is responsible for planning all phases of the physical move of equipment, materials. personnel. and inmates from the old facilities to the new ones. Duties of this task force include establishing the move timetable based on completion and acceptance of the new facili ty. In addition, this task force must identify internal and external person nel and transportation resources for the move, identify roles of all in volved personnel; develop written agreements (if necessary) for the par ticipation of personnel from outside agencies; and develop a written scenario for the move.

Orientation and Training

The orientation and training task force bears the responsibility of insur ing that all personnel possess the necessary skills to function in the new facility. Special emphasis should be placed on those classifications of per sonnel responsible for operating new systems or equipment, or existing systems or equipment whose function will change in the new facility.

The task force mud work closely with the construction manager systems/equipment manufacturers or representatives, arid facility manage ment and supervisory personnel in order to identify for each system or pieces of equipment the skills to be acquired for each classification of personnel The task force must also identify appropriate training methods, personnel and materials. Based on the above information the task force must develop a coordinated employee training program and training timetable which takes into account the schedule for the move and commencement of operation the number of employees involved in each training regiment and existing work schedules of involved classifications of personnel.

In addition to its training function, the orientation and training task force bears the important responsibility of orienting jail personnel and the

inmate population to the new facility, its equipment, systems, services, and relevant policies and procedures. This task force may also assume responsibility for the public relations function, informing the general public on important items of public concern relating to the transition and informing other elements of the criminal justice system of the transition.

It is evident from the description of the activities of the orientation and training task force that to properly dispense its responsibilities, a high degree of coordination must exist between this task force and the other transition task forces.

Again, there are no hard and fast rules relating to the number of task forces that should be established. The number of task forces depends primarily on the size and complexity of the organization, and the magnitude of the changes occurring within it as a result of the transition.

Task Force Membership

Selection of the membership of each task force is as important as the development of the task forces. Generally, members for each task force should be selected from among the management and supervisory personnel of the facility. Line staff should be involved in the transition as much as possible. In smaller jails, individuals from outside the facility who represent institutions or agencies associated with the facility may be asked to participate on task forces to augment the jail management and supervisory staff. Great care should be taken, however, to insure that such individuals have a working knowledge of the functional areas or systems included in the task force on which they are being asked to serve, and a genuine interest in being of assistance in the transition.

The membership of each task force should include those individuals who have a principal interest in both the operation and utilization of a system or activity, both the service provider and service utilizer. As an example, a task force responsible for planning food service in a new facility should include both the individual with overall responsibility for food preparation, and the individual responsible for seeing that the food gets served.

The size of the task force is dependent on the number, complexity, and magnitude of activities for which the task force is responsible, but should be limited to a manageable and workable group-not less than three persons nor more than ten. Individuals can serve on more than one task force.

The selection of the chairperson of each task force is a highly subjective matter. The chairpersons should, however, either be those individuals with the greatest knowledge and expertise regarding those activities for which the task forces are responsible, or those individuals with proven leadership skills. These criteria may be weighed differently for each individual task force.

Coordinating   Committee

The coordinating committee is responsible for overseeing the activities of all task forces involved in the transition; it serves as the final ad-

ministrative authority for approving decisions made. and policies and procedures developed by the task forces. In addition, the coordinating committee provides a central forum for the discussion and resolution of issues that are beyond the scope of any single task force.

The coordinating committee should be composed of the chairpersons of each of the task forces, the transition coordinator, the chief administrative officer of the jail, and the sheriff. In addition, it may be helpful to the overall transition effort to include a representative of the legislative body responsible for the jail. While such an individual may be of little objective value to the decision-making process, his/her participation may serve to keep the legislative body informed of the transition process, and avert unnecessary political problems.

The transition coordinator is the single most important individual in the transition process. In a sense, the coordinator serves as the central nervous system for the transition process-receiving and providing information, facilitating informal communication between the individual task forces, relaying messages, and integrating responses so that a simple unified response occurs.

The transition coordinator is responsible for establishing the overall objectives and structure of the transition process, including

1. Defining the role of the task forces in the decision-making process, either input/advisory or true decision-making;
2. Establishing the memberships of the individual task forces;
3. Establishing the general time parameters for the transition process; and
4. In the initial stages, establishing the meeting schedules for the task forces.

In addition, the coordinator serves as the chief enforcer for the transition. He/she must constantly monitor the activities of the task forces to insure that they are accomplishing their activities in an efficient and timely manner. The coordinator serves as the chairperson of the transition coordinating committee, and in that role, bears primary responsibility for insuring the objective quality of the task force decision-making process.

The transition coordinator also serves as the head cheerleader for the transition, maintaining enthusiasm throughout the arduous transition process, mediating the numerous philosophical and territorial disputes that will occur, and soothing the wounded egos. The transition coordinator has the responsibility of making sure the disadvantages to the task force approach mentioned previously are minimized.

The individual selected as transition coordinator must possess a thorough knowledge of all aspects of the jail system. It is also advisable that the person have a working knowledge of the major systems and equipment of the new facility prior lo the commencement of the transition.

The coordinator must have the confidence of the fop management of the agency. He/she must have demonstrated leadership qualities and have the proven ability to achieve. It is equally important that the transition coor-

dinator be able to work full-time to achieve the transition. For this reason, is preferable to select an individual in a staff, rather than line, position to ordinate the transition. Should a line manager be selected as transition coordinator, he/she should be released from those management responsabilities.

Organizational Structure

The organizational structure for the task force approach is as follows:
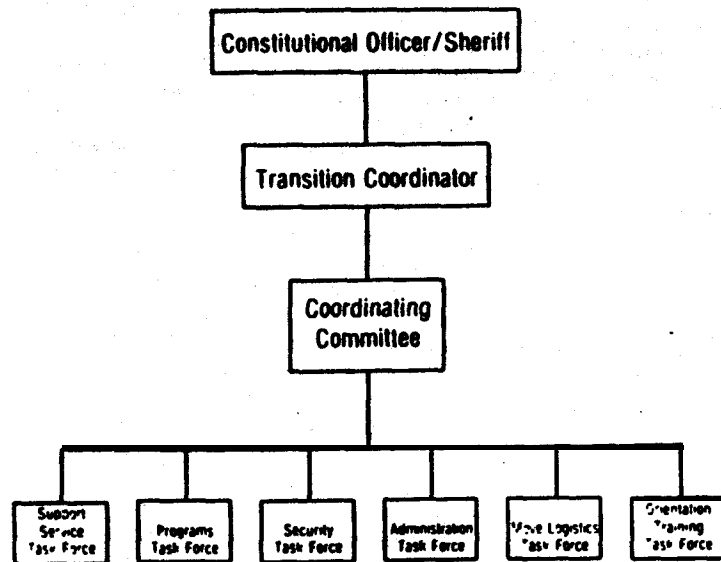
The establishment of task forces should start about one year prior to the completion of the construction project. In order to best accomplish this, the transition process should be considered in the early planning and design phases. This is necessary to insure that funds are available for a transition coordinator. task force members, orientation and training hiring additional personnel (if necessary) prior to the completion of the facility, and other needs.

Problems during the transition process and occupation of the facility will be minimized if the staff is actively involved in the planning of the facility. This planning should include the development of a mission statement, and a system approach such as the one outlined in the National Clearinghouse for Criminal Justice Planning and Architecture's *Transfer 14-Criminal Justice Planning Process: A Total Systems Model.* Functional and architectural programs need to be developed and approved by the sheriff's department and county board prior to the start of architectural drawings. If the facility is under construction and those steps have hot been taken you will need to consider these items early in the transition.

As stated earlier, the transition process should begin approximately one year prior to completion of the facility. The move should only take place when the transition strategy has been completed and those responsible are prepared to operate the facility. The move should not be initiated merely because the facility has been completed.

Points to Consider

Here is a *partial* list of items to consider during the transition process:
1. What is the role (advisory or decision-making) of the task forces and coordinating committee?
2. How will the transition be coordinated with the architect contractor? Who will approve visits to the facility during construction?
3. Who will "accept" the building on behalf of the county? Will the transition occur before final completion and acceptance?
4. Is the moving date flexible? Original building completion dates often are not met.
5. How is the staff kept informed of task force and coordinating committee meetings and progress? (Posting minutes and special transition newsletters?)
6. Have written schedules for each task force been developed and approved by the transition coordinator? Have they been shared with the other task forces?
7. Are equipment operational manuals clear and understandable? Do they need to be translated into your policy and procedure format?
8. Are the task forces (functional) prepared to write complete and thorough policy and procedure manuals for their areas?
9. Are task form prepared to continue operating after the move date? (It may be necessary.)
10. Is there a system to monitor the operation after occupancy?
11. Have staff been reassured that they will not be terminated after the transition? Have they been reassured you will train them to operate the new equipment and facility?
12. Is the transition being regarded as an opportunity to develop personnel? Transition experiences allow staff to excel and to demonstrate their supervisory and managerial skills.

Support Services Task Force

Many of the following items may have been already addressed by the architect and/or Contractor. Before beginning on these items, check with your consultants to see what has already been done. It certainly does not hurt to double-check every detail.
1. Have the new equipment and fixtures installed in the facility, and the necessary supplies been identified (examples of this are lighting systems that require fluorescent bulbs, or a new size of paper towel)?
2. Do the finishes in the new facility require new cleaning supplies and/or equipment? If the new facility is much larger, will cleaning equipment with greater capacity be necessary?

3. Are additional waste cans, bulletin and chalk boards, desks, chairs, and file cabinets required? (Allow ample time for the ordering and delivery of these items.)
4. Is there a directory of all communication systems, including telephones and intercoms?
5. Is there a change in the service delivery system to the inmate? Will services be taken to the inmates, or the inmates to the services?
6. Will the staff be able to maintain and service the new equipment? Is additional staff necessary? Service contracts? Will the maintenance and upkeep of the new facility be dependent upon inmate assistance?
7. Do the telephones need to be moved from the old facility?
8. Are vendors prepared to make deliveries to the new facility?

Programs Task Force
1. Will volunteers/community resources be utilized in the new facility? Is there a screening process?
2. Is program development based upon the needs of the inmates?
3. Is there an intake and classification plan for the facility? Has it been developed with input from the custody staff?
4. Are staff members available to escort inmates to the program areas?
5. Do the program schedules conflict with the established practices of feedings, counts, etc.?
6. What is the budget for the program section?
7. Does the program support the mission of the institution?
8. Has an inmate rule book been prepared?
9. Does the program staff fully know and understand what space is available in the new facility for programs?
10. Will work release operate out of the facility? Will they mix with other classification categories?

Security Task Force
1. Is there a key log book identifying every door, lock, and key in the facility? Do all the keys work, and only work the doors indicated?
2. Is the shakedown of the entire facility upon acceptance, and again prior to occupancy, understood as a necessity?
3. What are internal and external flow patterns for routine and emergency situations?
4. Is the glazing material secure and adequate?
5. Are shutoffs to plumbing and electrical systems accessible and known to the staff?
6. Have the posts been clearly identified? Are there post orders for each position?

Administration Task Force
1. Is there an operation budget for the new facility advising the funding agency of your needs? (If possible. a budget draft should be prepared during the planning phases.)
2. Will the new facility require a new type of staff or additional personnel? If necessary, work should begin with the funding agency personnel office as soon as possible. The facility administrator should be brought on a year prior to opening. unit supervisors about six months prior, and line staff three months.
3. Are new or revised forms necessary?

Move Logistics Task Force
1. What is the budget for the move? Are there contingency funds for unforeseen equipment/materials needs?
2. How will coordination of the planning, ordering, receiving and distribution of new equipment, supplies, food, clothing, and bedding be handled?
3. What is the best timetable for the move of inmates? Should they be moved all in one day or over an extended period of time?
4. How will contraband in the new facility be eliminated?
5. How will a manual records system be computerized?
6. When will new book-ins be accepted?
7. How will repair/replacement of broken equipment be provided?
8. What modes and routes of transportation should be utilized?
9. How far in advance should the move logistics task force become operational? Size and composition?
10. How will the old and new facilities be staffed during the move?
11. How should inmate input during the opening process be obtained?
12. How and when should the inmate support services operations (food, service, commissary, laundry, etc.) be moved?
13. What should residents be allowed to take to the new facility as personal property?
14. How should old equipment be disposed of or reused?
15. What are the potential bottlenecks in the inmate moving process? What alternatives can resolve them?
16. How and when should the public be informed of the move? Also, when should law enforcement agencies and inmates on work release be told?

Orientation and Training Task Force
1. Will the training be based upon constitutional issues, statutes, and standards? Will the policy and procedure manual be emphasized during the training?
2. Have the other task forces had input into the training?

3. Has the community been kept informed of the transition? This pro-vides an excellent opportunity to share your system with them.
4. Is the staff knowledgeable of and comfortable with the new equip-ment? Facility?
4. Are the staff prepared to operate the facility on all days of the week, on all shifts, and in the absence of those who "really" know the building?
6. Has every detail of the operation been field tested prior to receiving inmates?.
7. What is the budget for paying trainers. and for paying staff to be trained?
8. How will staff be trained when the existing facility must still be operated?
9. Has the training been coordinated with the employment of new personnel?
10. Have outside agencies which use the jail been oriented to the facil-ity, and to changes in policies and procedures?
11. Where will the training take place? Is equipment available to deliver the training?

Summary

The transition to a new facility provides the user agency with an excellent opportunity to impact corrections in a particular community. The oppor-tunity usually comes to most communities once in a lifetime-time should be taken to correctly make the most of this chance. The items addressed in this article are but a glimpse of the overall tasks ahead. A more complete "How to Open New Institutions" manual is being prepared now by David Dupree under a contract for the National Institute of Corrections.

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TRANSITION PROCESS

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        │    SCENARIO     │
        │  DEVELOPMENT    │
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        │   POLICY AND    │
        │   PROCEDURE     │
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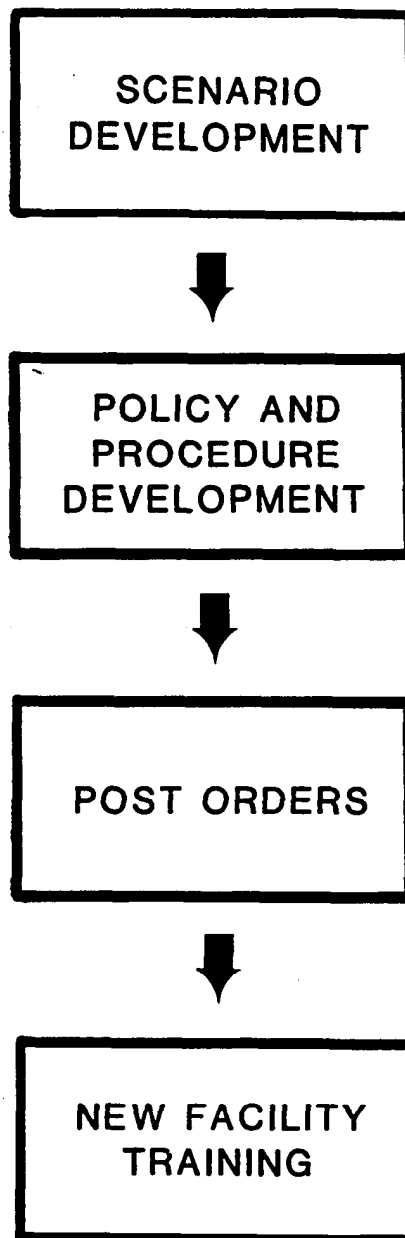
TRANSITION PRINCIPLES

- PEOPLE. SUPPORT WHAT THEY HELP TO CREATE

- TAKE TIME AND DO IT RIGHT

- NEW BUILDINGS DON'T SOLVE PROBLEMS, STAFF DO

- TAKE ADVANTAGE OF THE OPPORTUNITY

- ASSUME CONTROL OF THE JAIL

- OVERCOME RESISTANCE TO CHANGE

TASK FORCE: DEFINITION

- **WORK-ORIENTED GROUP ORGANIZED TO ACCOMPLISH SPECIFIC OBJECTIVES**

- **MAKES DECISIONS AND/OR RECOMMENDATIONS**

- **IMPLEMENTS DECISIONS**

- **HAS LIMITED LIFE SPAN**

ADVANTAGES

- **MANPOWER**

- **MORE KNOWLEDGE AND INFORMATION**

- **BETTER COMPREHENSION AND ACCEPTANCE OF DECISIONS**

- **DIMINISHED STAFF ANXIETY**

- **STAFF DEVELOPMENT**

DISADVANTAGES

- SOCIAL PRESSURE AND CONFORMITY

- INDIVIDUAL DOMINATION

- RISK-TAKING

- DISAGREEMENT/ARGUMENT

- TIME REQUIREMENTS

TASK FORCE TASKS

- **IDENTIFY UNIT/ORGANIZATIONAL NEEDS**

- **COLLECT AND ANALYZE DATA**

- **ADDRESS UNRESOLVED PROBLEMS**

- **ARBITRATE INTER-UNIT DISPUTES**

- **DEVELOP OPERATIONAL SCENARIOS**

- **WRITE POLICIES & PROCEDURES**

- **DEVELOP RECORD-KEEPING SYSTEM**

- **WRITE POSITION DESCRIPTIONS**

- **WRITE POST ORDERS**

- **RECOMMEND BUDGET**

- **IDENTIFY TRAINING NEEDS**

TASK FORCES

- **ADMINISTRATION**

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- **RECORDS MANAGEMENT**

- **PERSONNEL**

- **TRAINING**

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- CLASSIFICATION

- WORK/EDUCATION RELEASE

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- **CONTRABAND**

- **ESCAPE/ATTEMPTS, HOSTAGES**

- **HEADCOUNTS**

- **INMATE DISTURBANCES**

- **INSPECTIONS**

- **INTERNAL MOVEMENT**

- **TRANSPORTATION**

- **VISITING**

- **FIRE SAFETY**

- **MASS ARREST**

- **WEAPONS AND RESTRAINTS**

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- **HOUSEKEEPING**

- **LAUNDRY**

- **MAIL**

- **MAINTENANCE**

- **STOREROOM**

- **TRUSTYS.**

ORIENTATION AND TRAINING TASK FORCE

- STAFF - CLASS AND EXPERIENTIAL

- FACILITY USES

- VOLUNTEERS

- DRY RUNS

- COMMUNITY RELATIONS

- OPEN HOUSE

- INMATE ORIENTATION

MOVE LOGISTICS TASK FORCE

- **OVERALL STRATEGY**

- **BUILDING SHAKEDOWN**

- **MOVE/INSTALL EQUIPMENT**

- **MOVE INMATES**

- **MOVE STAFF OPERATIONS**

- **MOVE SUPPLIES**

- **CLOSE OLD JAIL**

COORDINATING COMMITTEE ROLE

- FORMAL, INTER-TASK FORCE COMMUNICATION VEHICLE

- FINAL APPROVAL AUTHORITY

- FORUM FOR RESOLVING ISSUES BEYOND SCOPE OF A SINGLE TASK FORCE'

- ESTABLISHES FORMAT FOR POLICY AND PROCEDURE, RECORDS SYSTEM, ETC.

- DETERMINES OPENING DATES

- DEVELOPS AND MONITORS MASTER SCHEDULE

- FINALIZES STAFFING PATTERN

- ESTABLISHES GOALS FOR TRANSITION

TRANSITION COORDINATOR ROLE

- **LEADER - RUNS THE SHOW**

- **DEFINES TASK FORCE RESPONSIBILITIES**

- **ESTABLISHES TASK FORCE MEMBERSHIP**

- **ACTS AS CENTRAL NERVOUS SYSTEM**

- **CHIEF ENFORCER**

- **HEAD CHEERLEADER**

SCENARIO DEVELOPMENT

SCENARIO DEVELOPMENT

Once transition task forces have been organized and specific topic areas within each task force have been action planned, these topics are subjected to the scenario development process. Jail operations are unlike almost any other organizational operation one can imagine. They are very dynamic in nature, requiring the almost constant movement of people, information, and materials. This dynamic nature must be captured since it is the essence of the jail operation.

This section is designed to acquaint you with scenario development, a process for capturing that dynamic nature. It begins with a description of scenario development which derives from system analysis. A flow chart of the scenario development process follows. Several examples of scenario development are included to demonstrate the techniques. These include narratives, flow charts, and a facility task timeline. Again, as in the Transition Overview section, copies of presentation materials closeout the section.

SCENARIO DEVELOPMENT FOR TRANSITION

Gary Frank.
Voorhis Associates, Inc.

Comprehensive transition planning is the key to the successful
occupancy and initial operation of a new jail facility. Transi-
tion planning involves a number of important tasks. First among
these tasks is the development of detailed scenarios for each of
the functions and activities to be performed in the new jail.
The development of detailed scenarios is especially important
because jail operations are not static. They are dynamic and
involve the internal movement of prisoners, staff, visitors, and
materials. Scenario development is further important because the
scenarios serve as the basis for writing policies and procedures
and eventually post orders.

The following is an outline of the scenario development process
of transition. It describes each of the steps involved. Follow-
ing the description are a flow chart of the process, a flow chart
of the way in which scenarios, policies and procedures, and post
orders relate, a narrative scenario for visiting in a jail, and
an example of a detailed scenario using flow charting for booking
and release in a county jail.

THE SCENARIO PROCESS

1.   LIST FUNCTIONS AND ACTIVITIES TO BE PERFORMED IN THE NEW

     The first step of the process is to develop a list of all
     functions and activities to be performed in the new
     facility. If transition task forces have been -formed, each
     task force will be responsible to generating such a list for
     its particular area. The task forces may find it necessary
     to call upon other jail staff to assist with this step.

     Suggested methods of developing a list include brainstorming
     and the nominal group technique which facilitate the gener-
     ation of information without critical discussion and eval-
     uation. This list will serve as a master from which subse-
     quest scenario development will follow. After the list is
     developed, each function and activity is subjected to steps
     2 through 8 of this outline.

2.   CHART EACH FUNCTION OR ACTIVITY INDIVIDUALLY

     This is a complex activity in the scenario process.   It
     requires a step by step analysis of all activities which

comprise a function. This step by step analysis will repre-
sent at minimum a chronology of events. It will also indi-
cate movement in and through various spaces. Be careful to
note the latter since it will be a criterion for evaluating
the efficacy of the scenario later in the process.

There are two principal methods by which charting may be
accomplished. First, you may simply think through the
activities and write them down in sufficient detail so that
anyone (with adequate technical training) could read and
execute them. This is the narrative method of charting
activities and is the one that will be used in this
training. A brief example of a narrative scenario for
visiting follows this outline.

The second method requires some technical expertise in flow
charting Using this method, one can flow chart activities
using the charting conventions provided by systems analysis.
This is not as complicated as it may seem. An example of a
detailed flow chart of a booking process follows to demon-
strate this method. In essence, flow charting is an exten-
sion of the narrative method. It is symbolic shorthand.
The advantage of the method is that it allows you to show
things pictorially that would require complex explanation if
narrative were the only medium. Picture are more readily
understood than lengthy narrative. However, flow charts are
usually accompanied by narrative because they sometimes
require additional explanation which the flow chart cannot
adequately convey. Therefore, narrative and flow charting
are complimentary methods.

There is a third method of charting activities which is
useful for developing an overall scenario for the new faci-
lity. This method is the task time line. Flow charting is
a linear, event by event presentation of functions and
activities. However, at any one time, many functions and
activities are occuring simultaneously. Therefore, a task
time line is a useful tool. A task time line can display a
number of functions and activities and unify them around
time. The assistance it provides is in displaying complex
information in an understandable way ie. the relationships
of activities in terms of time. An example of a task time
line follows this article. Again, it is important to note
that this method is particularly useful in developing a
scenario for the jail's entire operation.

3.   IDENTIFY USERS

For each function and activity it is necessary to identify
the users. The term user should be clarified to mean anyone

who is involved in the transaction of a function or acti-
vity. It does not mean only the recipient. Therefore,
staff, inmates, volunteers, and visitors qualify as users.
Again, brainstorming is a useful method to insure that no
user is overlooked.

4. RECORD THE RANGE OF ANTICIPATED BEHAVIORS WHICH OCCUR AS
    PART OF EACH FUNCTION AND ACTIVITY AND THEIR IMPLICATIONS
    FOR THE SCENARIO

    All activities have associated behaviors. This is so tri-
    vial an observation we often overlook its significance.
    However, behaviors which occur in a jail, especially those
    which cause disruption or threaten security, demand close
    attention during the scenario development process.

    Consider for a moment the behaviors which take place during
    booking. Prisoners arrested and brought into the jail may
    be combative and violent. They may be drunk and sick. They
    may also be quiet and cooperative. Jail staff are no doubt
    able to respondto this range of behaviors effectively in
    the existing jail. However, the issue is that the responses
    may be different in the new facility as a result of the con-
    figuration of spaces, the existence of new spaces, or the
    lack of a familiar space.

    Not all functions and activities will have behavioral com-
    ponents which vary as dramatically as the booking example
    above. In fact, most will not. The question that must be
    asked in this step of the process is DOES THIS FUNCTION/
    ACTIVITY HAVE ANTICIPATED BEHAVIORS WHICH SIGNIFICANTLY
    AFFECT THE SCENARIO? If the answer is yes, a second ques-
    tion becomes IS A SEPARATE SCENARIO TO DEAL WITH THESE NON-
    ROUTINE BEHAVIORS REQUIRED?

5. RECORD EQUIPMENT AND MATERIALS USED IN EXECUTING EACH FUNC-
    TION AND ACTIVITY

    As each function and activity is charted, note the equipment
    and materials necessary for their execution. This is impor-
    tant because you will want to check the building for the
    placement of equipment and materials as well as the nature
    and operation of the equipment and materials that have been
    built-in.

    For example, with regard to the placement of equipment and
    materials, consider again the example of booking. The
    booking process requires a variety of equipment and
    materials. Among these are a breathalizer or blood alcohol
    kits to test drunks, a camera for mug shots, finger print

equipment for finger printing, file storage capacity for various booking logs and other paper work and appropriate equipment for secure storage of inmate property and so on. Two questions are suggested. ARE ADEQUATE SPACES PROVIDED FOR THESE EQUIPMENT AND MATERIALS? DOES THEIR PLACEMENT AFFECT THE SCENARIO?

With regard to equipment and materials that have been built-in, consider the following. As part of a scenario, you may determine that inmate movement to and from recreation may occur without escort. Inmates may simply move to recreation by notifying master control of their intention by intercom from their living area. Upon arrival at recreation, they notify master control of the need for access. When recreation is over, the entire process is repeated in reverse. However, upon checking the building, you may discover that the intercoms necessary to make this scenario work are not strategically placed. Thus, the basic assumption of the recreation scenario, that is unescorted inmate movement, is untenable, and the scenario must be reconsidered probably with staff escort.

The issue for this step is to insure that the equipment and materials necessary to execute a function or activity are or can be-readily available and further do not pose a difficulty. ARE THE RIGHT THINGS THERE? DO THEY WORK AS INTENDED? CAN THEY BE CHANGED?

6. NOTE FACILITY POLICIES, ADMINISTRATIVE RULES, AND OTHER GENERAL INFORMATION

As you explore the flow of activies within major functions, you will no doubt be confronted with numerous policy questions. Many of these will not be novel-and will be resolved by applying existing operational policy to the question. However, there are many which will be novel and require the creation of new policy. All applications of existing policy or creation of new policy should be documented. This information will be vital to the creation of the new policy and procedure manual.

In addition to policy, the process of developing scenarios will generate administrative rules and related general information. These statements are not policy, but neither are they procedure. They typically accompany policy and serve to clarify. An example will help.

POLICY: It is the policy of the Any County Jail to provide regular inmate visitation in an effort to reduce tension within the facility and promote the continued relationships with relatives and friends in the community, such continuation being necessary to the

psychological and emotional welfare of the inmate...

          RULES: No minor child may visit an inmate unless accom-
                 panied by an adult.

          OTHER: The Any County Jail is not responsible for personal
                  items left in the waiting room during visitation.

7.   CHECK THE SCENARIO ON-SITE

      Once a scenario is complete, it should be check on-site to
      insure its efficacy. In this step, the task force visits
      the new facility and walks through the scenario that has
      been written in the spaces that are involved. At a minimum,
      steps 3 through 6 of the process should be checked to insure
      that the scenario produces the intended result. Other cri-
      teria for making such a judgement will become readily
      apparent to the task force in this process, eg. distance,
      time, access, observability, etc.

8.   REVISE THE SCENARIO AS NECESSARY

      Depending on the outcome of Step 7, a scenario may require
      revision. Revision does not ususally require revisiting the
      entire process set forth here. It is usually a simple
      accomodation to make the scenario work and documentation of
      that change. It is important, however, because the steps of
      the scenario will become procedure and eventually the con-
      tent of the new facility training program. You will want to
      insure correctness at this point.

                              CONCLUSION

While scenario development for transition may appear to be a com-
plex and overwhelming process, it has a big pay off. A well-done
scenario process for all the functions and activities to be per-
formed in the new facility will provide the substance for a com-
prehensive policy and procedure manual. By having defined users?
intended outcome&, charted activities, and noted policies, all
the ingredients for a policy and procedure manual are present.
Developing the manual becomes largely an assembly task.

There is further benefit. Policies and procedures will be trans-
lated into post orders. These will all become the content of the
new facility training program. Thus, the effort mounted to write
complete scenarios at the start makes work easier toward the end.

LIST ALL FUNCTIONS

CHART EACH FUNCTION

USERS

BEHAVIORS

EQUIPMENT MATERIALS

POLICIES

SCENARIO DEVELOPMENT FOR TRANSITION

CHECK ON-SITE

OK?

REVISE

NO

YES

E
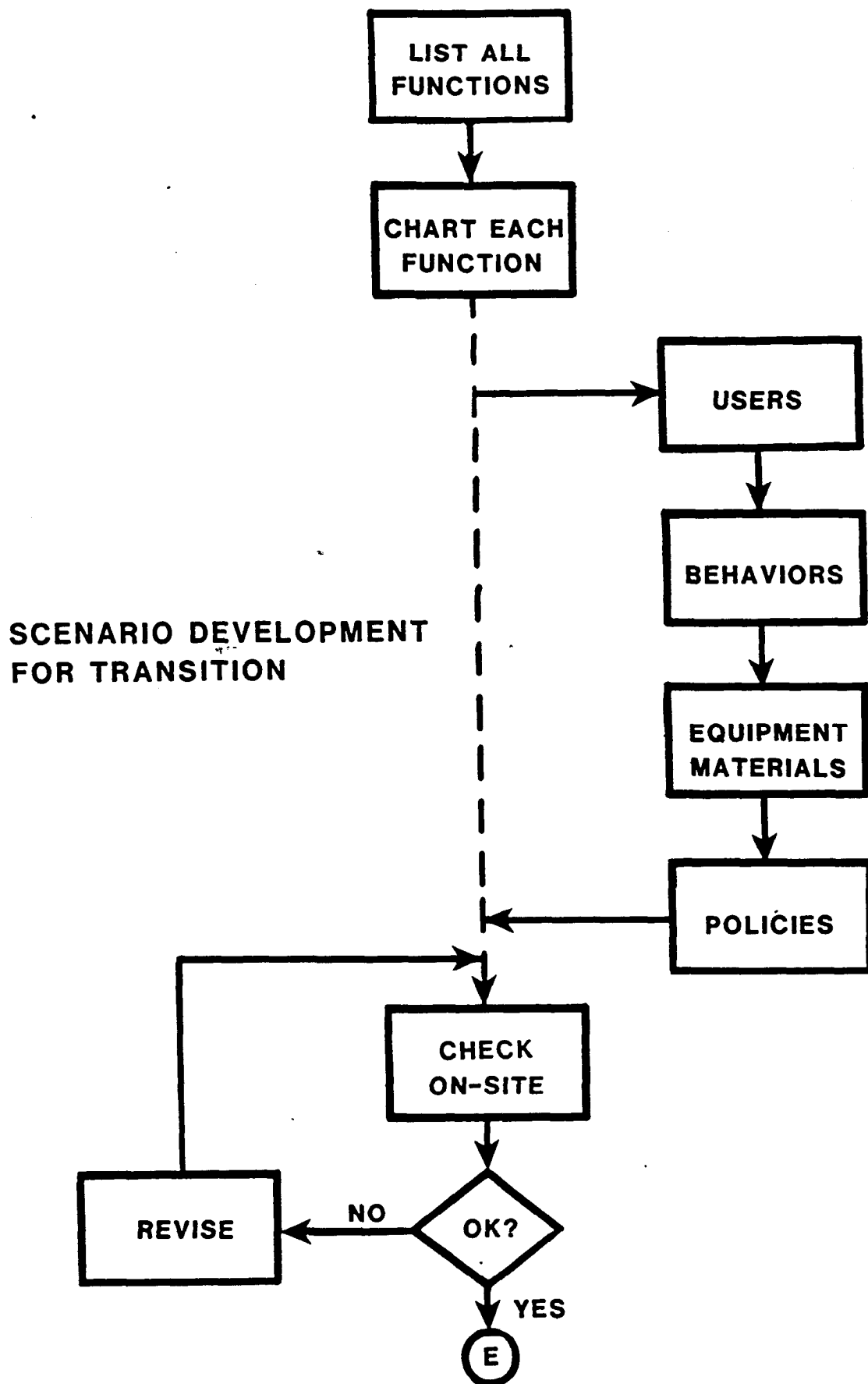
EXAMPLE OF A NARRATIVE SCENARIO FOR VISITING

Function: Non-contact visiting

Scenario:

1. Visitor enters the main lobby and checks in with staff at reception desk.

2. Visitor waits in lobby areas until notified of visit.

3. Staff checks visitor list and notifies inmate of visit.

4. Housing area officer escorts inmate to visiting area.

5. Visitor checks valuables and is scanned by staff with metal detector.

6. Staff remotely admits visitor to secure visiting area.

7. Escort officer and inmate check in with control.

8. Visit proceeds for specified period of time.

9. Control alerts inmate and visitor of end of visit.

10. Housing area officer escorts inmate back to housing.

11. Visitor is remotely admitted back to lobby.

12. Visitor checks out, valuables are returned, and visitor departs.

DESCRIPTION OF THE RECEPTION SUBPROCESS

The following section describes the Reception Subprocess at a deeper level of complexity. A flow chart provides a detailed description of the Reception Subprocess.

```
                    ┌───────┐
                    │  10   │
                    └───┬───┘
                        │
        P1.1.6          ▼
        ┌───────────────┐
        │ Escort pri-   │
        │ soner to      │
        │ holding cell  │
        └───────┬───────┘
                │
        P1.1.7  ▼
        ┌───────────────┐
        │ Conduct 2nd   │
        │ search in     │
        │ holding cell  │
        └───────┬───────┘
                │
                ▼                        P1.1.8
             ╱──────╲   D3            ┌──────────────┐
            ╱  A.O.  ╲    No          │ Secure pri-  │
           ╱ prepared ╲──────────────▶│ soner in     │
           ╲ to write ╱               │ holding cell │
            ╲ report ╱                └──────┬───────┘
             ╲  ?  ╱                         │
              ╲──╱                   P1.1.9  ▼
               │ Yes                 ┌──────────────┐
               │                     │ A.O. picks   │
               │                     │ up necessary │
               │                     │ paperwork    │
               │                     └──────┬───────┘
               │◀───────────────────────────┘
               │
               │       ┌────────────────────────┐
               ▼       │              P1.1.10    │
            ╱──────╲   │            ┌──────────────┐
           ╱        ╲ D4│    No     │ Continue to  │
          ╱  Room    ╲──┴──────────▶│ hold pri-    │
          ╲ available ╱             │ soner        │
           ╲    ?   ╱               └──────────────┘
            ╲──────╱
               │ Yes
       P1.1.11 ▼
        ┌───────────────┐
        │ A.O. escorts  │
        │ prisoner to   │
        │ interview rm. │
        └───────┬───────┘
                │
       P1.1.12  ▼
        ┌───────────────┐
        │ A.O. com-     │
        │ pletes        │
        │ arrest rpt.   │
        └───────┬───────┘
                │
                ▼
             ┌─────┐
             │  E  │
             └─────┘
```

Figure 3

INPUTS :	Inputs to the system are persons arrested by law enforcement officers who are going to be brought to the Boulder County Jail.

P1.1.1: FACILITY NOTIFICATION SUBPROCESS	In this subprocess, Arresting Officers (AO's) notify the Master Control Center at the Boulder County Jail that they will be transporting an arrestee to the facility. AO's identify any special requirements for admitting the prisoner. Prisoners who would require special treatment at Booking include the following:

   o females;

   o juveniles; and

   o   violent   persons.

P1.1.2: BOOKING NOTIFICATION SUBPROCESS	In this subprocess, Master Control in turn notifies the Booking Room that an officer is on the way to the Jail with a prisoner. Any special characteristics of the prisoners provided to Master Control by the AO will be conveyed to the Booking Room. The Corrections Specialist (CS) prepares a property bag (a plastic bag in which the prisoner's property will be secured temporarily during the Reception and Booking subprocesses).

Dl : SPECIAL INTAKE?	This decision point discriminates between "routine" bookings (non-violent males) and "non-routine" bookings. If the booking is not routine, P1.1.3: SPECIAL PREPARATION SUBPROCESS occurs. If the booking is routine, P1.1.4: RECEPTION OF THE PRISONER takes place.

P1.1.3: SPECIAL PREPARATION SUBPROCESS	This subprocess occurs in response to information that a non-routine booking is going to occur. The specific response varies with the nature of the situation.
	If a female prisoner is being brought to the facility, steps are taken to ensure that a female CS receives the prisoner at the intake garage. In the rare event that a female CS is not available, the Patrol Officer is contacted. If the Holding Area is crowded, an Isolation Room is prepared for short-term holding of the female prisoner because (according to State Statute) male and female prisoners may not be detained in the same holding area. A female CS will always conduct the pat-search of a female prisoner. The remainder of the processing may be completed by a male CS.
	If a juvenile is being brought to the facility, the AO remains with the juvenile, and an interview room is made available immediately. According to State Statute, juveniles may not be detained in Holding Cells.

If a violent prisoner is brought to the facility, the on-duty supervisor (ODS) makes sure that enough staff are present in the Booking Room to safely receive the prisoner. Other special preparation required may include the preparation of the Isolation Cell, readying mechanical restraints, and/or contacting the Emergency Mental Health Crisis Worker. Violent prisoners will remain in Isolation until they are calm enough for routine processing, with a hold placed on them until processing can be completed. The remainder of this subprocess occurs as documented.

P1.1.4:
PRISONER
RECEPTION
SUBPROCESS

In this subprocess, a CS meets the AO and the in-coming prisoner in the sallyport. The CS immediately assesses whether or not the prisoner may be in need of medical attention. Thus Decision Point D2: MEDICAL ATTENTION actually occurs in the middle of this process. Until the time as the CS has formally accepted the prisoner, this decision point may be reinvoked. If medical attention-is necessary prior to booking the prisoner, Pl.1.5: MEDICAL CLEARANCE SUBPROCESS occurs. If medical attention is not necessary prior to booking the prisoner, P1.1.4: PRISONER RECEPTION SUBPROCESS continues.

In view of the camera in the Intake Garage, the CS performs a pat seareh of the prisoner with handcuffs still in place in the area that is set aside for this function. The CS removes all valuables from the prisoner and places them in the property bag which had been prepared in the previous process. The property bag is placed with the AO who retains it until the prisoner has been formally accepted by the Jail. The following items receive special processing:

   o all money is counted in the presence of the AO and the prisoner;

   o any weapons that may have been involved in the charge for which the individual is being detained and which had not previously been taken from him or her are given to the AO;

   o any weapons that are not involved in the charge, i.e., knives that are properly sheathed and thus not considered concealed weapons, are secured in the property bag; and

   o any drugs that are found are given to the AO.

D2:
MEDICAL
ATTENTION
REQUIRED?

As previously noted, this decision point actually occurs in the context of the previous process and intervenes between what could be considered an initial assessment and the other activities that are associated

with this process. If no medical attention is required, P1.1.6: ESCORT SUBPROCESS, occurs. If medical attention is required, P1.1.5: MEDICAL CLEARANCE SUBPROCESS, occurs.

P1.1.5: MEDICAL CLEARANCE SUBPROCESS	In this subprocess, the CS advises the AO that medical clearance at an Emergency Room will be required prior to booking and assists the AO in securing the prisoner in his/her vehicle. The AO then takes the prisoner to the Emergency Room where a medical assessment is completed. Any necessary treatment is provided, and the clearance is written. The AO then returns the prisoner to the facility where the remainder of the P1.1.4: PRISONER RECEPTION SUBPROCESS occurs.
P1.1.6: ESCORT SUBPROCESS	In this subprocess, the AO and the CS escort the prisoner to a Holding Cell and accompany him/her into the cell. Generally, an empty holding cell is used for this purpose. Frequently, however, no holding cell is vacant. In this case, a Holding Cell which already contains a prisoner(s) may be used, or this subprocess may simply include bringing the prisoner from the Intake Garage into the corridor adjacent to the holding cells.
Pl.1.7: SECOND SEARCH SUBPROCESS	In this subprocess, the CS has the prisoner remove his shoes and socks, searches them, examines the bottom of the prisoner's feet, conducts a second, more thorough pat-search, (if deemed necessary), and removes the handcuffs from the prisoner. This subprocess should take place in an empty Holding Cell. However, when all the Holding Cells are full, although the practice is not desirable, this subprocess may actually take place in the corridor adjacent to the Holding Cells or in an already occupied Holding Cell.
D3: PREPARED TO WRITE ARREST REPORT?	This decision point deals with the question of whether or not the AO is prepared to write the arrest report. A negative response is most common on warrant arrests. On warrant arrests, the AO must go to either the Warrant Division to pick up a Boulder County warrant or to the Records Division to pick up the teletype on an out-of county warrant or a Boulder County warrant that is not on-hand in the Warrant Division. In this case, P1.1.8: SECURE HOLDING SUBPROCESS and P1.1.9: SECURE DOCUMENT SUBPROCESS occur.

A negative response also may occur if the AO wants a criminal history or some other type of clearance. This occurs most frequently with AOs from municipal police agencies other than the City of Boulder. If the response is positive, D4: INTERVIEW ROOM AVAILABLE? occurs. |

P1.1.8:
SECURE HOLDING
SUBPROCESS

This subprocess occurs if the AO has to leave the Booking Room to pick up warrants or obtain other information which is necessary to complete the Arrest Report. The CS and the AO secure the prisoner in one of the Holding Cells. At this point, the AO or detectives may decide that further interrogation of the prisoner is necessary. This will result in further delay in processing the arrest report.

P1.1.9:
SECURE DOCUMENT
SUBPROCESS

In this subprocess, the AO leaves the Booking Area, goes either to the Records Division to pick up an out of county warrant or the copy of any additional paperwork required for the arrest, including a criminal history, or to the Warrants Section to secure a Boulder County warrant. When the necessary paperwork has been secured, the AO returns to the Booking Room and D4 occurs.

D4:
INTERVIEW ROOM
AVAILABLE

This decision point deals with the availability of an Interview Room with a COSIN terminal in which the AO can complete the Arrest Report. The Arrest Report is always completed on the computer IF the automated system is "up". If the system is "down", the AO prepares a hand-written &rest Report, which the CS working in the Booking Room will enter into the computer as soon as possible after the system comes "up". If the system should come up while the AO is in the Booking Area, the AO will enter the Arrest Report. If the Interview Room and the COSIN terminal are available, P1.1.11: INTERVIEW SUBPROCESS takes place. If not, P1.1.10: CONTINUED HOLDING SUBPROCESS occurs.

P1.1.10:
CONTINUED
HOLDING
SUBPROCESS

Until an Interview Room and COSIN terminal are available, the Arrest Report can not be completed. Until the Arrest Report is completed, the Jail cannot accept custody of the prisoner. **As** a result, the AO will remain in the Booking Room until an Interview Room and a COSIN terminal are available. The prisoner will remain in a holding cell until that time.

P1.1.11:
INTERVIEW
SUBPROCESS

This subprocess occurs as soon as an Interview Room and a COSIN terminal are available to the AO. If this subprocess occurs directly after P1.1.7: SECOND SEARCH SUBPROCESS, the AO escorts the prisoner from the Holding Cell in which the search has taken place to the Interview Room. If it has been necessary to secure the prisoner in holding while the AO obtains necessary paperwork or because of a delay in getting to an Interview Room, the AO either requests assistance from a CS in removing the prisoner from the holding cell OR obtains the key to the holding cell from a CS and moves the prisoner himself.

P1.1.12: ARREST REPORT SUBPROCESS	Once in the Interview Room, the AO must call up the Arrest Report sequence on COSIN, obtain the necessary information from the prisoner and input the information into the computer. CSs may act as informational resources for the AOs during this process. Information needed includes:

      o   computer procedures; and

      o   charge information.

OUTPUTS :	Outputs of the system are prisoners and AOs who have completed arrest reports. The completed Arrest Reports trigger P1.2 : CORE BOOKING SUBPROCESS.

DISCUSSION :

Several observations about the Reception Subprocess should be made at this time. First, during this entire time, although the prisoner is inside the Booking Room of the Boulder County Jail, he or she is still the responsibility of the Arresting Officer. This implies that, at any time, the CS working in the Booking Room may request that the AC take the prisoner for a medical clearance. The Boulder County Jail has not yet accepted formal responsibility for the prisoner.

Second, if an Interview Room and COSIN terminal are not available for the AO, then the entire process is put into a "holding pattern" in which the AO and the prisoner must wait in the Booking Area and Holding Cell (respectively) until an Interview Room and a COSIN terminal are available. Because the Booking Room processes more than one prisoner at a time, in a very limited space, it is of ten difficult to manage the flow of people through the available space. This problem will be a topic for discussion in the section on volumes and flows and will be addressed in the section on recommendations and conclusions.

Finally, this subprocess has been presented as it would occur in ideal situations - with no intervening activities. However, conditions in the

Booking Room are often far from ideal, and many activities may occur between the various subprocesses identified here. There are a number of

resulting implications for this process in the real world.

o This process which should take less than 15 minutes under ideal circumstances will take as long as two or three hours if the Booking Room is crowded. This is "down time" for the AO. This can result in frustration for the AO and may contribute to the deterioration of relationships between the Boulder County Jail and other law enforcement agencies.

o Interviewing activities can lead to error on the part of ALL persons involved. Subprocesses may be over-looked or done incorrectly because of perceived pressure to hurry up".

o The presence of many people in the Booking Area, which is physically quite small and confining, can help create an atmosphere that is tense and confused. This may contribute to "on the job" stress for the CSs who work in this area. It may also contribute to the already substantial stress level of prisoners. This, in turn, may contribute to the number and quality of incidents which take place in the Booking Room.

These observations will lead to several recommendations in a subsequent

section of this analysis.

DETAILED DESCRIPTION OF THE CORE BOOKING SUBPROCESS
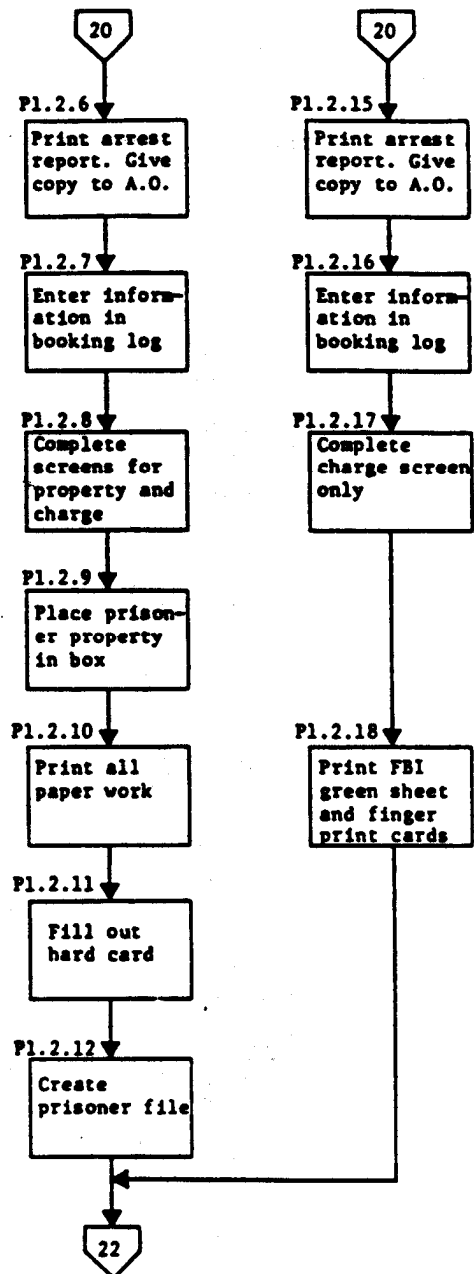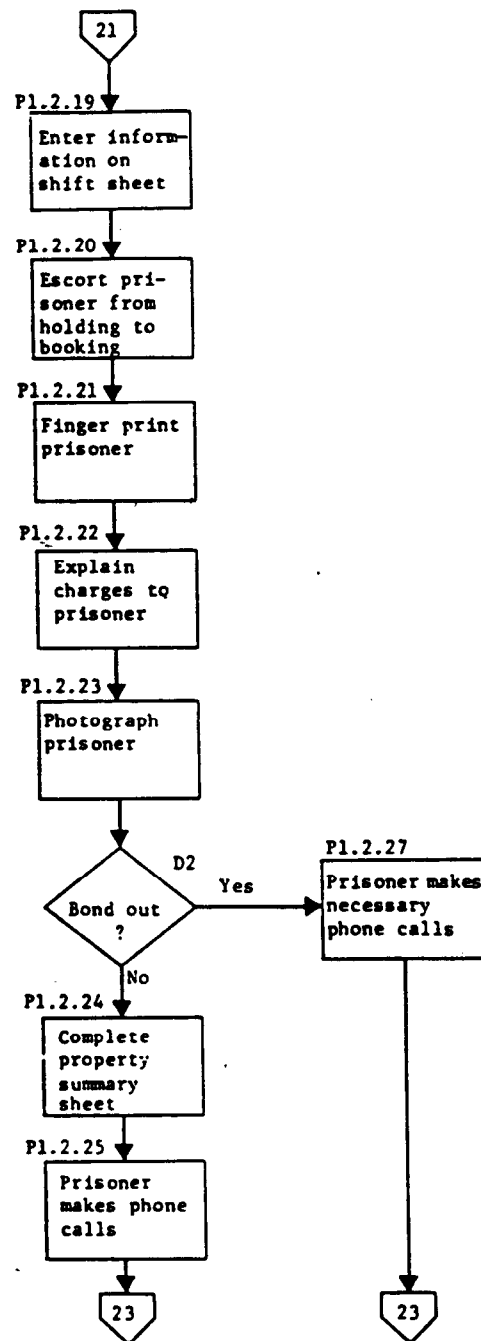
This section provides an in-depth description of the Core Booking Subprocess. Figure 4 which provides a graphic display of this subprocess is provided on this and the following pages.

```
                    ⟨20⟩                        ⟨20⟩
P1.2.6 ↓                         P1.2.15 ↓
┌──────────────┐                 ┌──────────────┐
│ Print arrest │                 │ Print arrest │
│ report. Give │                 │ report. Give │
│ copy to A.O. │                 │ copy to A.O. │
└──────────────┘                 └──────────────┘
P1.2.7 ↓                         P1.2.16 ↓
┌──────────────┐                 ┌──────────────┐
│ Enter inform-│                 │ Enter inform-│
│ ation in     │                 │ ation in     │
│ booking log  │                 │ booking log  │
└──────────────┘                 └──────────────┘
P1.2.8 ↓                         P1.2.17 ↓
┌──────────────┐                 ┌──────────────┐
│ Complete     │                 │ Complete     │
│ screens for  │                 │ charge screen│
│ property and │                 │ only         │
│ charge       │                 └──────────────┘
└──────────────┘
P1.2.9 ↓
┌──────────────┐
│ Place prison-│
│ er property  │
│ in box       │
└──────────────┘
P1.2.10 ↓                        P1.2.18 ↓
┌──────────────┐                 ┌──────────────┐
│ Print all    │                 │ Print FBI    │
│ paper work   │                 │ green sheet  │
└──────────────┘                 │ and finger   │
                                 │ print cards  │
P1.2.11 ↓                        └──────────────┘
┌──────────────┐
│ Fill out     │
│ hard card    │
└──────────────┘
P1.2.12 ↓
┌──────────────┐
│ Create       │
│ prisoner file│
└──────────────┘
              ↓      ←───────────────┘
            ⟨22⟩
```

```
                          ┌───┐
                          │ 21│
                          └─┬─┘
                            ▼
P1.2.19            ┌─────────────────┐
                   │ Enter inform-   │
                   │ ation on        │
                   │ shift sheet     │
                   └────────┬────────┘
                            ▼
P1.2.20            ┌─────────────────┐
                   │ Escort pri-     │
                   │ soner from      │
                   │ holding to      │
                   │ booking         │
                   └────────┬────────┘
                            ▼
P1.2.21            ┌─────────────────┐
                   │ Finger print    │
                   │ prisoner        │
                   │                 │
                   └────────┬────────┘
                            ▼
P1.2.22            ┌─────────────────┐
                   │ Explain         │
                   │ charges to      │
                   │ prisoner        │
                   └────────┬────────┘
                            ▼
P1.2.23            ┌─────────────────┐
                   │ Photograph      │
                   │ prisoner        │
                   │                 │
                   └────────┬────────┘
                            ▼
                          D2
                        ◇ ─────── Yes ──►  P1.2.27
                   ◇ Bond out ◇          ┌─────────────────┐
                        ?                │ Prisoner makes  │
                        ◇                │ necessary       │
                        │ No             │ phone calls     │
                        ▼                └────────┬────────┘
P1.2.24            ┌─────────────────┐            │
                   │ Complete        │            │
                   │ property        │            │
                   │ summary         │            │
                   │ sheet           │            │
                   └────────┬────────┘            │
                            ▼                     │
P1.2.25            ┌─────────────────┐            │
                   │ Prisoner        │            │
                   │ makes phone     │            │
                   │ calls           │            │
                   └────────┬────────┘            │
                            ▼                     ▼
                          ┌───┐                 ┌───┐
                          │ 23│                 │ 23│
                          └───┘                 └───┘
```

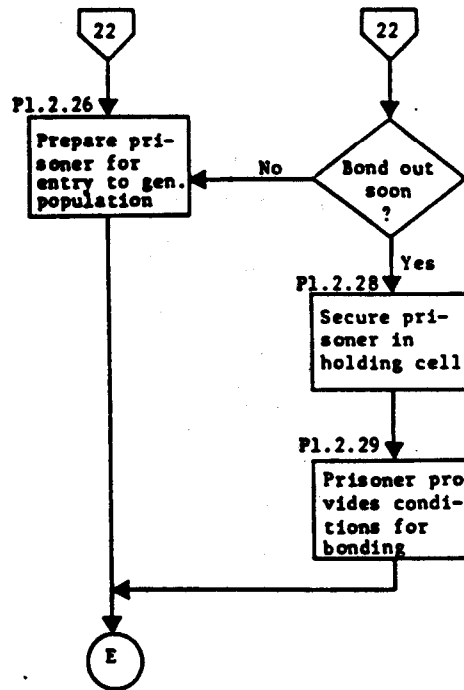A SYSTEMS ANALYSIS OF BOOKING AND RELEASE PROCESSES

Figure 4

INPUTS

There are two potential inputs which trigger this sub-process:

- o the completed Arrest Report activates the COSIN terminal in the Booking Room, alerting the CS that the AO has completed an arrest report; and/or

- o the AO who has completed the Arrest Report notifies the CS that he or she is ready to proceed with the Core Booking Process.

A field on the computerized Arrest Report actually determines the subsequent actions of the COSIN system. The COSIN system handler prisoners who are going to be "booked and released" differently from those who are going to be jailed.

The COSIN Arrest Report Sequence asks AOs to indicate if the arrestee is to be jailed. Persons may be arrested, but not jailed, under several circumstances:

- o an individual may be "booked and released per the arresting officer"; or

- o an individual who has committed an offense for which cash bond has been established (some felonies, all misdemeanor and traffic offenses) and who has in his/her possession the amount of money needed to bond out.

A "book and release per the arresting officer" is a discretionary action. It generally occurs:

o if minor charges are involved;

o if the AO wants to have fingerprints and mugshots done for the record and, as a result, does not want to use a field citation; and

o it NEVER involves a warrant arrest.

The AO advises the Booking Officer at intake that the prisoner will be booked and released.

There is another situation in which an individual may be arrested but not jailed. Community Corrections may interview the arrestee immediately after the Core Booking Subprocess has been completed and recommend that the person be released on a Personal Recognizance Bond as a result of the interview. However, although the AO and CS may believe this to be a strong possibility for a particular prisoner, it does not become fact until the booking process has been completed.

P1.2.1: PRISONER STATUS REVIEW SUBPROCESS	The first activity in the Core Booking Subprocess, then, is a status review by the CS. This occurs automatically through the COSIN system if the AO's decision has been to jail the prisoner. If the individual is not being jailed, the AO will notify the CS that he/she has completed the Arrest Report and that he/she is ready to proceed. At this point, for the first time, the CS officially knows whether or not the prisoner will be jailed, booked or released or is likely to bond out. P1.2.2: COSIN CALL-UP SUBPROCESS follows directly.
P1.2.2: COSIN CALL-UP SUBPROCESS	In this subprocess, the CS calls up the Booking Sequence on the COSIN terminal behind the Booking Desk. Decision point Dl: JAIL? follows immediately.
Dl: JAIL?	This decision point actually reflects a previous decision that is embedded in the COSIN Arrest Report Sequence. It shapes the interaction between the CS, the COSIN System, and the prisoner by determining the types of. COSIN screens which must be completed. It also determines the content of subsequent paperwork processes. If the decision is that the prisoner will be jailed, P1.2.3: BOOKING ESCORT SUBPROCESS follows. If the decision is that the prisoner will NOT be jailed, P1.2.13: SECURE HOLDING SUBPROCESS follows.

P1.2.3:
BOOKING
ESCORT
SUBPROCESS

This subprocess occurs if the prisoner will be jailed. The AO escorts the prisoner to the CS at the Booking Desk so that P1.2.4: MEDICAL AND DEMOGRAPHIC SCREEN SUBPROCESS may take place.

P1.2.4:
MEDICAL AND
DEMOGRAPHIC
SCREENS
SUBPROCESS

This subprocess occurs only if the individual is going to be jailed. COSIN automatically brings up the Medical Screen, and the CS asks the prisoner a series of questions about his/her medical needs. This routine screening function insures that the Jail has as much medical information about its prisoners as possible. It is a way of making sure that all individuals who require treatment or need medication receive it. It is quite possible, then, that at this time, problems may come to light which would suggest the need for a medical clearance. Prior to accepting the prisoner, if necessary, Nursing Staff may be consulted to determine if a medical clearance should be obtained.

Once the COSIN Medical Screen has been completed, the prisoner is formally accepted and is now the responsibility of the Boulder County Jail. Next, COSIN automatically brings up the Demographic Screen. The CS asks the prisoner for the information necessary to complete the Demographic Screen. "Religion" is the only field which requires information from the prisoner. P1.2.5: SECURE HOLDING SUBPROCESS follows.

P1.2.5:
SECURE
HOLDING
SUBPROCESS

Once the CS has obtained all the information necessary to complete the COSIN Medical and Demographic Screens, the prisoner is escorted back to the Holding Cell and is secured. P1.2.6: PRINT ARREST REPORT SUBPROCESS follows.

P1.2.6:
PRINT
ARREST
REPORT
SUBPROCESS

In this subprocess, the CS prints out the Arrest Report and gives a copy to the AO. At this point, the AO may leave the Booking Room as all responsibility for the prisoner now sits with the Jail. Ideally, this subprocess should take very little time. However, in reality, it can be very time-consuming if there are errors in the Arrest Report; Errors occurs if the AO is not well-trained in using the COSIN system. This situation is most common with law enforcement agencies which do not house many people at the Boulder County Jail and with new officers. In this case, the CS will have to assist the AO in correcting the Arrest Report.

During this subprocess, the CS should check all paperwork that is the responsibility of the AO or requires an action by him/her. Following this subprocess, P1.2.7: BOOKING LOG SUBPROCESS takes place.

P1.2.7:
BOOKING
LOG
SUBPROCESS

Colorado State Statute requires that all jails keep a written record of the persons who are booked at the facility. The following informational items are required:

- o   date;

- o time arrest report accepted;

- o   agency;

- o   name ;

- o date of birth;

- o place of birth;

- o   charges;

- o   court; and

- o booking number.

The CS records this information in the Booking Log.

P1.2.8:
PROPERTY/
CHARGE
SCREENS
SUBPROCESS

In this subprocess, COSIN automatically brings up a third screen on which the CS inventories all property brought in by the arrestee. If there is a large quantity of property, the CS will complete an additional hand-written sheet which provides a summary and description of all property, clothing, etc. The hand-written sheet is then signed by the arrestee and the CS.

Once the COSIN Property Screen is completed, COSIN automatically brings up a fourth set of screens which document the charges on which the prisoner is being held. The CS completes one screen for each charge and prints a disposition sheet for each charge.

When these screens have been completed, the COSIN Booking Process is complete. This leads directly to P1.2.9: PROPERTY STORAGE SUBPROCESS.

P1.2.9:
PROPERTY
STORAGE
SUBPROCESS

In this subprocess, the CS places the inventoried property in a small locker behind the Booking Desk. One locker is provided for each letter of the alphabet. Money is placed in the cash drawer; property is stored by last name of the prisoner. Large items, such as backpacks, etc. will not fit in these property lockers. They are tagged with the arrestee's name and remain in the Booking Area until the individual is ready to be dressed in (if the individual is to be jailed) or until

the person is ready to be released (if bonding out or being processed for a book and release). Once the arrestee is dressed in, the property is stored in the Personal Effects Room. P1.2.10: PRINT PAPERWORK SUBPROCESS should follow directly.

P1.2.10:
PRINT
PAPERWORK
SUBPROCESS

In this subprocess, the CS calls up the print sequence on COSIN and prints out all the paperwork associated with fingerprinting the prisoner. Once these are completed, the CS sets them aside until he or she is ready to process the prisoner. P1.2.11: HARD CARD SURPROCESS ensues.

P1.2.11:
HARD CARD
SUBPROCESS

In this subprocess, the CS records demographic information, charge information, pertinent medical problems, locker number and cash amounts on the Hard Card. The Hard Card is stored alphabetically in a metal file in the Booking Room and becomes a primary reference for staff for the duration of the prisoner's incarceration at the Jail. As a prisoner's status changes, as bond and court appearances are set, information will be added to the Hard Card. Once this subprocess is completed, P1.2.12: FILE SUBPROCESS can take place.

P1.2.12:
FILE
SUBPROCESS

In this subprocess, the Cs begins a Prisoner File which is kept in the Booking Room. These records are filed alphabetically, but each case is also assigned a Person Identification Number (PID#) by COSIN. Ideally, each person should have one PID#. However, since the number is assigned based on information input during the Arrest Report, if aliases have been used or if there are mis-spellings, duplicate PID#'s may occur.

An Inmate File contains the following paperwork items:

   o Arrest Report (pink copy) ;

   o Property Sheet;

   o warrants (if any); and

   o TWXs (teletypes, if any).

Once completed, P1.2.19: SHIFT SHEET SUBPROCEES can take place.

It is at this point in time that the process once again begins to treat individuals who are being jailed in the same way as those who are going to be released. The description of the subprocess which follows clarifies how the system treats those who are not going to be detained. The narrative now goes back to D1: JAIL and

describes the subprocess that occur if the person is NOT going to be jailed.

P1.2.13: SECURE HOLDING SUBPROCESS	This subprocess occurs if the prisoner is not going to be jailed. Since the CS will not need any information from the prisoner to complete early booking paperwork, the CS either secures the prisoner in the holding cell or requests that the AO do so. In this case, the prisoner will remain in the holding area until much of the Booking paperwork is completed. P1.2.14: DEMOGRAPHIC SCREEN SUBPROCESS takes place.
P1.2.14: DEMOGRAPHIC SCREEN SUBPROCESS	In this subprocess, the first screen that the COSIN system brings up is the Demographic Screen. The Medical Screen is not required. This subprocess duplicates P1.2.4: MEDICAL AND DEMOGRAPHIC SCREENS SUBPROCESS. Since the only information that is not immediately available to the CS has to do with the prisoner's religion, the CS usually leaves the prisoner in the holding cell until otherwise ready for processing. P1.2.25: PRINT ARREST REPORT SUBPROCESS takes place next.
P1.2.15: PRINT ARREST REPORT SUBPROCESS	This subprocess duplicates P1.2.6: PRINT ARREST REPORT SUBPROCESS and leads directly to P1.2.16: BOOKING LOG SUBPROCESS.
P1.2.16: BOOKING LOG SUBPROCESS	This subprocess duplicates P1.2.7: BOOKING LOG SUBPROCESS and leads directly to P1.2.17: CHARGE SCREEN SUBPROCESS.
P1.2.17: CHARGE SCREEN SUBPROCESS	The COSIN system next brings up the Charge Screen once the Demographic Screen has been completed. Since the prisoner is not going to remain in the facility, it is not necessary to inventory all his/her property. The CS completes a COSIN Charge Screen for each charge on which the individual is being detained. This leads directly to P1.2.18: PRINT PAPERWORK SUBPROCESS.
P1.2.18: PRINT PAPERWORK SUBPROCESS	This subprocess is similar to P1.2.10: PRINT PAPERWORK SUBPROCESS. The CS will print up the FBI Green Sheet and the fingerprint cards that are required for the arrest and set them aside until ready to process the prisoner. After this subprocess has been completed, P1.2.19: SHIFT SHEET SUBPROCESS takes place. Both those being jailed and those being booked and released are processed similarly.

P1.2.19:
SHIFT
SHEET
SUBPROCESS

In this subprocess, the CS types information on the shift sheet. This information includes the following items:

o name, last name first;

o race;

o age;

o arresting agency;

o time processed;

o   charges; and

o booking number (an "*" to the left of the booking number indicates that the charge is a felony).

The shift sheet is another "hard copy" back-up to the COSIN system. Once the shift sheet is completed, P1.2.20: ESCORT SUBPROCESS takes place.

P1.2.20:
ESCORT

The CS is now ready to process the prisoner. The CS goes to the Holding Cell, removes the prisoner and. escorts him/her to the main Booking Area where P1.2.21: FINGERPRINT SUBPROCESS takes place.

P1.2.21:
FINGERPRINT
SUBPROCESS

In this subprocess, the CS fingerprints the prisoner, Although AOs may request additional prints, normally, the following types of fingerprints are taken:

o for felony charges, 3 standard FBI fingerprint cards and full pal prints (a disposition sheet is completed for each charge);

o for misdemeanor charges, 2 standard FBI finger-print cards (a disposition sheet is completed for each charge).

The CS should explain to the inmate what his/her signature in the fingerprint cards means. Signing the cards merely attests to the fact that these are the individual's fingerprints; the signature does not connote innocense or guilt. After the fingerprinting is completed, the CS should instruct the prisoner to wash his/her hands at the sink in the Booking Area.

While P1.2.22: EXPLANATION SUBPROCESS follows in our graphic representation and discussion of the system, in reality, these subprocesses P1.2.21: FINGERPRINT SUB-PROCESS and P1.2.22: EXPLANATION SUBPROCESS will probably take place simultaneously as the CS and prisoner

talk while the arrestee is being fingerprinted.

P1.2.22: EXPLANATION SUBPROCESS	This subprocess may actually occur earlier in the Core Booking Subprocess if, at any time, the prisoner has a question about bonding out, his/her charges, what will happen next, etc. It is placed at this point, however, because the CS should initiate this discussion with the prisoner now if these issues have not yet been raised.

As the CS and prisoner interact during the fingerprinting subprocess, it is logical for the CS to assess the prisoner briefly, to make sure that he/she understands what the charges are, and to help the prisoner deal with the fact that they are in custody and may, in fact, be jailed. Following completion of this subprocess, P1.2.23: PHOTOGRAPHY SUBPROCESS takes place.

P1.2.23: PHOTOGRAPHY SUBPROCESS	In this subprocess, the CS sets up the photo board and enters the following information in the Photo Log:

    o the arrestee's PID#;

    o the time received;

    o the date received; and

    o the juvenile sign (if needed).

The CS asks the prisoner to stand in front of the camera (which faces the heighth board) and takes the prisoner's picture. Normally, one picture is taken of the prisoner. However, if the prisoner wears glasses, two pictures are taken, one with glasses and one without. AOs may also request additional photographs. These may include:

    o front view;

    o side view; and

    o rear view.

Once this process is completed, D2: CAN THE PRISONER BOND OUT?, which follows directly,. shapes the remainder of the activities of the Core Booking Process.

D2: CAN THE PRISONER BOND OUT?	This decision point refers to whether or not the person who has been arrested can be released from the Jail on bond. Because Boulder County has a Community Corrections Department, with Bond Commissioners available **on** a 24 hour per day basis to interview individuals who are arrested, there are many people who are able to bond out of the facility before a court appearance. If

Bond Commissioners are not physically at the Jail, the CS will call them if they are needed to interview an individual who has been arrested.

Some people may not bond out of the Jail prior to s court appearance. These include:

o persons charged with class 1, 2, or 3 felonies;

o persons charged with class 4 or 5 felonies without the recommendation of Community Corrections and verbal permission from the court; and

o persons who have holds from other jurisdictions outside the state of Colorado. If the hold is from outside the state of Colorado, the individual must go before the local judge before bonding out since by state statute, only a judge can set fugitive bond. However, if the hold is from another jurisdiction within the state of Colorado, the person MAY be released on a cash bond. They may NOT be released on a personal recognizance bond.

Persons may be able to bond out of the facility if they meet the following criteria:

o they do meet the criteria described in the preceding paragraph;
o they have committed an offense for which a bond amount has been established, and they have in their possession or can obtain that amount of money in cash;

o they have committed an offense for which a bond amount has been established and they secure the services of a commercial bondsman by providing 10% of the value of their bond in cash and the remaining 90% of the value in some form of surety; or

o they have committed an offense for which a bond amount has been established and they are interviewed by Community Corrections and are recommended for a personal recognizance bond, according to their standards and within their policies and procedures.

If it is likely that the prisoner will be able to bond out, P1.2.24: TELEPHONE SUBPROCESS follows. If it is not likely that they will be able to bond out, Pl.2.25: PROPERTY SUMMARY SUBPROCESS occurs.

P1.2.24:
TELEPHONE
SUBPROCESS

In this subprocess, the prisoner makes any necessary telephone calls to obtain bond and/or to notify family or friends to come to the Boulder County Jail to pick him/her up. Arrestees generally make a maximum of two telephone calls. Additional telephone calls may be authorized at the discretion of the CS. CSs advise that they make an effort to provide as many telephone calls as is necessary if it appears that the individual has a good chance to make bond. This process leads to D3: SOON?

D3 :
SOON?

This decision point refers to the amount of time required to make bond. CSs indicate that generally they try to keep everyone who will be bonding out in a reasonable period of time (no more than 4 - 5 hours) in the Booking Room, so that it will not be necessary to do any additional processing of the individual. However, prisoners can not stay in the Booking Area indefinitely. As a result, this decision point is built into the system to re-evaluate prisoner status. If it appear% that the prisoner will be able to make bond within a short period of time, P1.2.28: SECURE HOLDING SUBPROCESS occurs. If not, P1.2.27: PREPARE FOR HOUSING SUBPROCESS occurs.

The narrative now returns to D2: CAN THE PRISONER BOND OUT? to describe the subprocesses which take place if the prisoner will not be able to bond out of the facility.

P1.2.25:
PROPERTY
SUMMARY
SUBPROCESS

This subprocess occurs if the prisoner will not be able to bond out of the facility OR if it appears that there will be a rather lengthy delay until the prisoner can arrange for bond. First, the CS prints out the property Summary form. Then, the CS escorts the prisoner to the Booking Desk and explains the Property Inventory and associated waivers to the prisoner. The Property Summary Form includes the following items:

o a detailed summary of all property in the prisoner's possession on arrival, including a description of items, including brandnames, condition of the items logged, colors of clothing and jewelry.);

o authorization for receiving and sending mail, including a waiver that indicates that the Jail may inspect in-coming mail (other than those marked legal);

o phone call request, including a place to record what number is called and who is notified; and

> o a waiver of property liability, which indicates that the Jail is not responsible for loss or damage to any personal property that the prisoner takes into the Jail proper.

As each item on the Property Summary is reviewed, each item is placed in a large plastic bag with a slip of paper bearing the inmate's name. The CS then places the bag in the Booking Property Lockers. Cash is placed in the cash drawer after the amount is entered into COSIN and on the hard card, if appropriate. Both the CS and the prisoner sign to verify the amount of cash. Once completed, P1.2.26: TELEPHONE SUBPROCESS taker place.

P1.2.26: TELEPHONE SUBPROCESS

This subprocess generally duplicates P1.2.24: TELEPHONE SUBPROCESS. However, if the individual is not going to be leaving the facility and does not need telephone calls for bonding purposes, the CS generally restricts the number of telephone calls to the necessary notifications of the fact that the individual is going to be detained. P1.2.27: PREPARE FOR HOUSING SUBPROCESS follows.

P1.2.27: PREPARE FOR HOUSING SUBPROCESS

In this subprocees, the CS notifies Master Control that there is a male or female prisoner to dress in. Master Control, in turn, locates another CS, preferably one assigned to work in the Intake Module who will perform the following functions:

> o escort the prisoner to the shower room where the prisoner will shower and wash his/her hair;

> o strip search the prisoner;

> o place his/her clothing and large items of personal property in a locker (or in the Personal Effects room, clearly labeled if they are too large to fit into a locker); and

> o begin to orient the prisoner to the facility, explaining the Inmate Rules and Regulations and answering questions the inmate may have about the facility'.

At this point, the prisoner who has been housed at the Jail has completed all the elements of the booking process. The narrative now goes back to consider what happens to the individual who can bond out of the facility in a very short period of time.

P1.2.28:
SECURE
HOLDING
SUBPROCESS

This subprocess occurs if the prisoner will be bonding out of the facility soon. The CS secures the prisoner in a Holding Cell until P1.2.29: BONDING CRITERIA SUB-PROCESS can occur.

P1.2.29:
BONDING
CRITERIA
SUBPROCESS

In this subprocess, the CS is notified that the criteria which are necessary to bond out of the facility are now present. This notification most commonly occurs in two ways:

- o Community Corrections staff advise the CS who is working Booking that the prisoner may be released on a personal recognizance bond; or

- o the person who is bringing the requisite amount of cash calls the CS on the direct line from the Visitor Reception Area to the Booking Room to indicate that they are now in the facility with the money. This is the termination of the P1.2: CORE BOOKING PROCESS.

OUTPUTS

Two kinds of outputs are found in this subprocess:

- o prisoners who are ready to be housed at the Boulder County Jail; and

- o persons who are ready to be released from the facility on bond or as a "book and release per arresting officer".

DISCUSSION:

Review of P1.2: Core Booking Subprocess reveals that the process is shaped by two key decision points, D1: JAIL? and D2: CAN THE PRISONER BOND OUT?. The first decision (D1) is made by the Arresting Officer and concerns itself with whether or not the prisoner will be jailed or booked and released.

From this decision point flow two parallel systems which share some basic activities. While affirmative responses at this decision point will lead to an automatic notification of the Corrections Specialist through the COSIN system, negative responses do not. Additional comments in this area will be made in the Conclusions and Recommendations section of this report.

The second decision point, D2: CM THE PRISONER BOND OUT?, shapes the remainder of this subprocess. If the prisoner meets the criteria for bonding, he or she remains in the Booking Area. Property is not logged, nor does a strip search, shower and other preparation for housing take place. Prisoners who are being "booked and released per the arresting officer" are processed in the same manner.

This subprocess is presented in a systematic, step-by-step manner. However, when conditions in the Booking Room permit, many of these processes may occur simultaneously. If two Booking Officers are available to process one prisoner, one may prepare all the paperwork, while the other processes the prisoner.= This speeds the activities associated with the subprocess considerably.

This subprocess has been presented in an ideal manner. Frequently, however, the conditions in the Booking Room are far from ideal. A number of prisoners, at a variety of stages in the process, may be waiting to be booked. In addition, a number of other demands on the Booking Officer's time and attention occur. Many other activities may intervene between the subprocesses and decisions of the Core Booking Subprocess. This appears to present a number of problems which will be discussed in the Conclusions and Recommendations section of this report.

The Core Booking Subprocess is a highly technical, complex subprocess consisting of twenty-nine distinct activities and three decisions. It generates a great deal of paperwork which is then distributed to other Divisions of the Sheriff's Department and other agencies in the criminal justice system. Errors in this subprocess can be extremely costly; both in terms of the time required to correct them,, potential damage to intra- and inter-organizational relationships, and potential human and social coats.

EXAMPLE OF A TASK TIME LINE
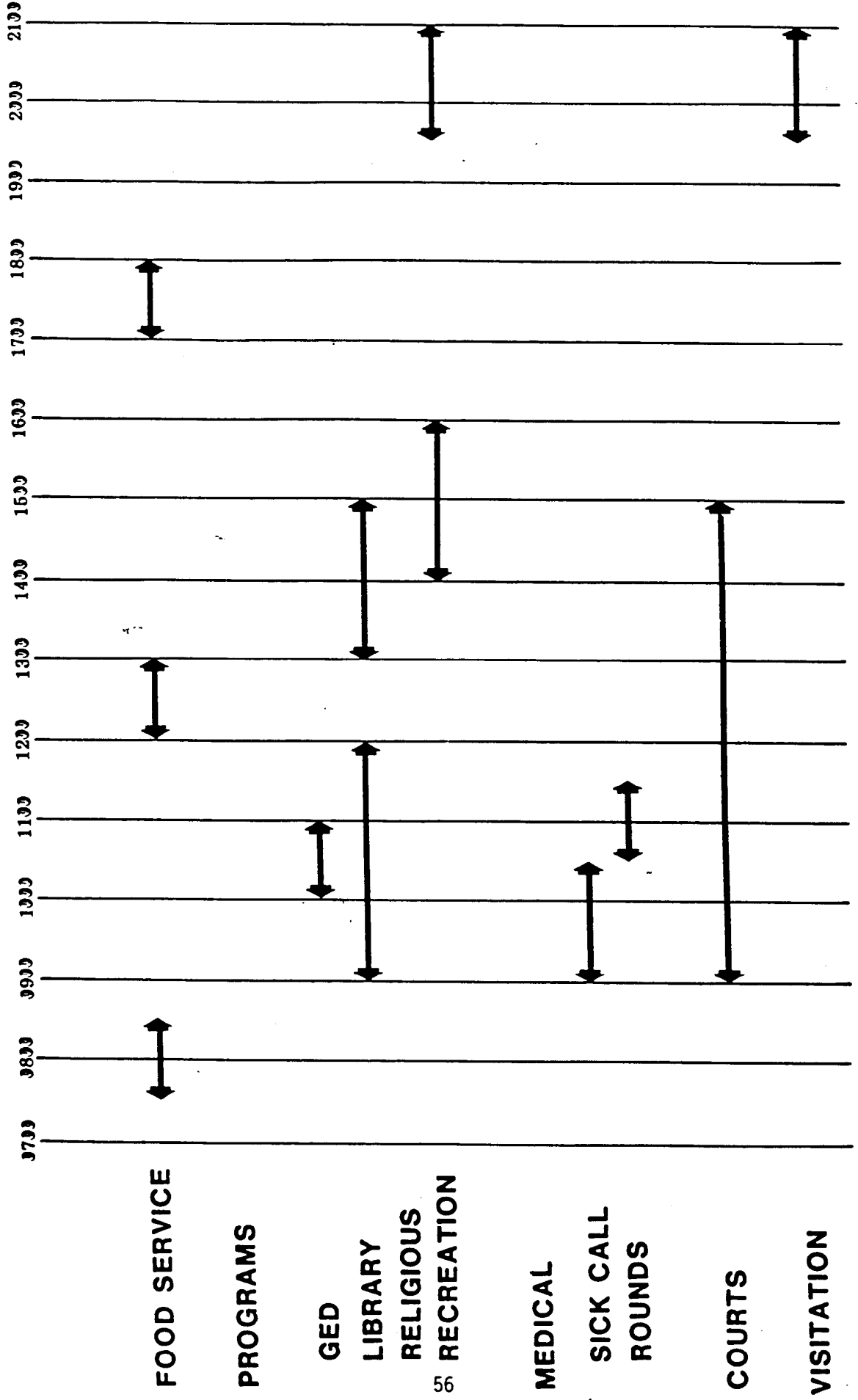
SCENARIO DEVELOPMENT
FOR TRANSITION

DEFINITION

SCENARIO DEVELOPMENT IS A **USER-ORIENTED** PROCESS FOR THE IDENTIFICATION OF THE SEQUENCE OF ACTIVITIES RELATED TO THE PERFORMANCE OF A PARTICULAR FUNCTION OR SERVICE IN THE NEW FACILITY.

SCENARIO DEVELOPMENT FOR TRANSITION

RATIONALE

1 ALLOWS THE USER TO PRE-DETERMINE THE OPERATIONS OF THE NEW FACILITY.

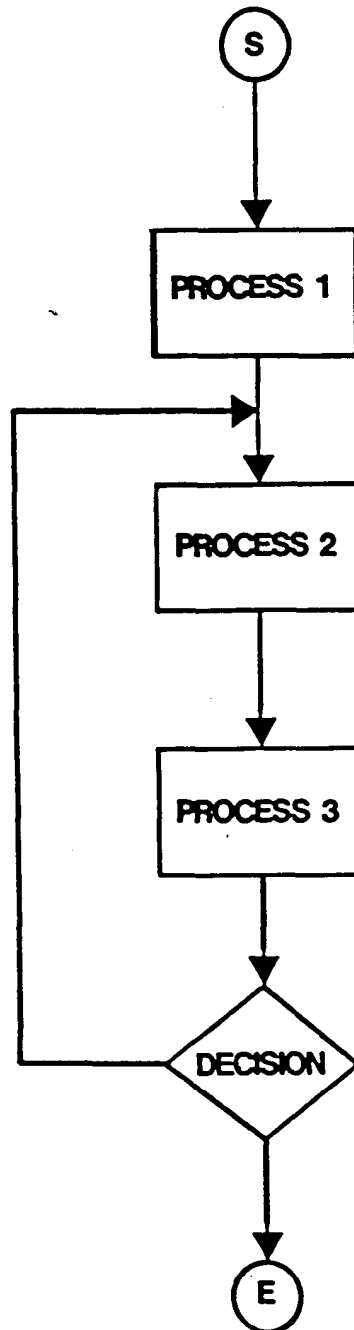2 FACILITATES THE DEVELOPMENT OF OPERA-TIONAL POLICIES AND PROCEDURES FOR THE NEW FACILITY.

SCENARIO DEVELOPMENT
FOR TRANSITION

1. IDENTIFY ALL FUNCTIONS AND ACTIVITIES

- FOOD SERVICE

- VISITING

- B O O K I N G

- RECREATION

- TRANSPORT

- MEDICAL

- EDUCATION

- WORK RELEASE

- INTAKE

SCENARIO DEVELOPMENT FOR TRANSITION

2. CHART THE ACTIVITIES

```
        ( S )
          |
          v
   +--------------+
   |  PROCESS 1   |
   +--------------+
          |
          v
   +--------------+
   |  PROCESS 2   |
   +--------------+
          |
          v
   +--------------+
   |  PROCESS 3   |
   +--------------+
          |
          v
      < DECISION >
          |
          v
        ( E )
```

SCENARIO DEVELOPMENT FOR TRANSITION

3. IDENTIFY USERS

- INMATES

- STAFF

- VISITORS

SCENARIO DEVELOPMENT
FOR TRANSITION

4. RECORD THE RANGE OF ANTICIPATED BEHAVIORS

- DO ANTICIPATED BEHAVIORS SIGNIFICANTLY AFFECT THE SCENARIO?

- IS A SEPARATE SCENARIO REQUIRED?

SCENARIO DEVELOPMENT
FOR TRANSITION

5. RECORD EQUIPMENT AND MATERIALS REQUIRED

- o ARE THE RIGHT THINGS THERE?

- o DO THEY WORK AS INTENDED?

- o CAN THEY BE CHANGED?

6. NOTE OPERATIONAL POLICIES, ADMINISTRATIVE- RULES, AND OTHER INFORMATION

SCENARIO DEVELOPMENT
FOR TRANSITION

7. CHECK THE SCENARIO ON-SITE

o **DOES IT-WORK?**

o **IS REVISION NECESSARY?**

8. REVISE THE SCENARIO AS NECESSARY

POLICY AND PROCEDURE DEVELOPMENT

POLICY AND PROCEDURE DEVELOPMENT

At the heart of any successful jail operation are good policies and procedures. Policies reflect value position with regard to matters of operational significance to the organization. Procedures explicate the step-by-step activities necessary to enact policy. Together, policy and procedure give direction to the organization promote consistency across operations, provide a measure for accountability and performance evaluation, and provide a solid defense in court. Policy and procedure flow directly from the content of scenarios.

This section examines policy and procedure development. Policy and procedure are defined and rationale for developing them are enumerated. A policy and procedure development exercise follows which demonstrates the qualitative difference between well-written and poorly-written policy and procedure. A format for developing a properly organized manual is then suggested, and the section closes with copies of presentation material..

POLICY AND PROCEDURE DEVELOPMENT

SESSION OUTLINE

I. POLICY AND PROCEDURE DEFINITIONS

    A. POLICY - A definitive statement of an organization's position on an issue of concern to the effective operation of the organization.

    B. PROCEDURE - A detailed, step-by-step description of the sequence of activities necessary for the achievement of the policy which it attends.

II. RATIONALE FOR THE DEVELOPMENT OF POLICIES AND PROCEDURES

    A. Provide direction to staff by communicating. the organization's philosophy and workplan.

    B. Aid in promoting consistency, efficiency, and professionalism by standardizing the methods by which organizational goals and objectives are achieved.

    c. Formal mechanism for the transfer of authority and responsibility to line staff.

    D. Formal mechanism for the introduction of new ideas and concepts.

    E. Basis for the establishment of a comprehensive staff training and development program.

F.   Documentation for facility defense in court actions.

G.   Documentation for employee disciplinary action.

H.   Mandated by state and national corrections standards.

III.   SOURCES OF POLICY AND PROCEDURE TOPICS

A.   Facility functions and activities

B.   Administrative and operational problems

C.   Court orders/consent decrees and corrections standards

D.   Local criminal justice system issues

E.   Manuals from other detention facilities

IV.   POLICY AND PROCEDURE CONTENT

A.   Organizational philosophy

B.   Constitutional and professional requirements

C.   Operational realities of the organization
    1. People - staff and inmates
    2. Facility
    3. Technology
    4. Funding
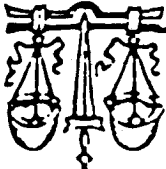
V. POLICY AND PROCEDURE DEVELOPMENT CRITERIA

A. Policy Development Criteria

1. Policy statements must be complete sentences.

2. Policy statements must reflect action.

3. Policy statements should include the rationale for the policy.

4. Policy statements should be general, but directive.

5. Policy statements should be as concise as possible.

6. Policy statements must be clear and unmistakeable in meaning.

B. Procedure Development Criteria

1. A procedure cannot exist without a policy.

2. Procedural steps should be ordered in sequence.

3. The responsible individual(s) and/or functional unit(s) must be identified in each procedural step.

4. The time(s) and location(s) for the completion of activities must be noted in the appropriate procedural steps.

5. Any form which must be completed must be identified, by name and number, in the appropriate procedural steps. In addition, the types of information to be entered on the form should be noted.

6. The mode(s) of communication must be noted in the appropriate procedural steps.

7. Provisions should be included, in the appropriate procedural steps, for the handling of major problems which could be encountered in the completion of the procedure.

a. Situations in which personnel will be allowed to exercise discretion should be identified in the appropriate procedural steps. In addition, the

individual(s) responsible for authorizing discre-
tionary behavior should be identified by title(s).

ANY COUNTY CORRECTIONAL CENTER
POLICIES AND PROCEDURES

TITLE	DEVELOPMENT/REVISION OF POLICIES AND PROCEDURES
NUMBER	1-111 **DATE** JANUARY, 1984
APPROVED BY	JOHN M. DOE, CORRECTIONS ADMINISTRATOR
DISTRIBUTION	ALL POLICY AND PROCEDURE MANUAL HOLDERS

POLICY

Policies and procedures serve an important function in establishing comprehensive and uniform guidelines for decision-making and the day-to-day operation of the facility. For this reason, new policies will be developed when it is determined that a position must be taken on an issue of concern to the organization. Existing policies will be revised when necessary. Procedures will be developed or revised in conjunction with the related policies.

DEFINITIONS

POLICY - A definitive statement of an organization's position on an issue of concern to the effective operation of the organization.

PROCEDURE - A detailed, step-by-step description of the sequence of activities necessary for the achievement of the policy which it attends.

GENERAL INFORMATION

ANNUAL REVIEW - The policy and procedure manual will be reviewed in its entirety during the month of March of each year.

PROCEDURE 1

DEVELOPMENT OF POLICIES AND PROCEDURES

1. When the need for a new policy has

TERREBONNE PARISH

SUBJECT: (4)

POLICY: (5)

SOURCE:

    o **Louisiana Jail Standards**   (6)

    o **Consent Decree**   (7)

    o **Commission on Accreditations for Corrections**   (8)

GENERAL INFORMATION: **(9)**

DEFINITIONS: **(10)**

PROCEDURES: **(11)**

<u>POLICY AND PROCEDURE STATEMENT FORMAT</u>

All policies, and the procedures that outline how policies are inacted, are set forth in the same, uniform style in a manual. This creates clarity and consistency. Each established, new, or revised policy and procedure should be written in the following style:

1. The name of the chapter is typed here. There are 17 chapters in the initial manual.

2. Each subject area has an identifying number. The three digits indicate chapter, subject area and page number respectively (i.e., 1.1.1).

3. The date is always a Monday on which the statement is to be effective, except the initial manual which is dated 10/01/84. The date is always recorded using two digits repsrated by slashes, i.e., 10/01/84.

4. The subject area to the principal topic the policy statement addresses, i.e., VISITING. If this is a reissued statement, the subject area indicates in parenthesis, "Rercinds subject dated".

5. The policy statement - see definition in the beginning of NO. 1.1, Administration and Management - Policy and Procedure.

The source provides the legal and professional basis for the policy and procedures. This manual has cited primary three sources (6, 7, 8). Any additional sources will also be shown in this section or cross-referenced using General Information.

6. Louisiana Jail Standards - required by the Consent Decree.

7. Consent Decree - abstracted text from Norman Billiott vs. Terrebonne Parish.

8. Commission on Accreditation for Corrections - these are the Standards for Local Detention Facilities as promulgated by the corrections profession. These standards support the subject area of the statement.

9. General Information - (see definition in the beginning of NO. 1.1, Administration and Management - Policy and Procedure).

10. Definitions- specific terms used in the policy or procedure are defined in this section to enhance understanding of the statements.

11. Procedures- see definition in the beginning of NO. 1.1 Administration and Management - Policy and Procedure. There may be more than one procedure for each policy. Each procedure is numbered and is labeled as to area the procedure addresses.

12. All statements include Terrebonne Parish Jail Division.

13. Repeat subject title here.

(10/84)

If a policy and procedure statement is longer than one page, the second and subsequent pager have the following identifying information typed on them:

1. Starting in the top left-hand corner, the title of the chapter is typed.

2. The identifying number of the chapter and subject are typed here.

3. This effective date is repeated from Page 1.

4. Terrebonne Parish Jail Division is repeated here.

5. The subject of the policy statement is repeated here.

TERREBONNE PARISH JAIL DIVISION   SUBJECT: _____

(10/84)

POLICY AND PROCEDURE DEVELOPMENT

EXAMPLES

TITLE   INMATE RULES AND REGULATIONS

STATEMENT ONE   To ensure the security, safety, and orderliness
                    of the inmates and staff of the Any County
                    Correctional Center.

STATEMENT TWO   Inmate rules and regulations will be strictly
                    enforced in order to ensure the security, safe-
                    ty, and orderliness of the Any County Correc-
                    tional Center.

TITLE   COMMISSARY ORDERS

STATEMENT ONE   In order to facilitate the processing and dis-
                        tribution of commissary items, each inmate's
                        commissary order will be properly recorded on
                        his/her commissary slip.

STATEMENT TWO   Commissary slips will be made up by the grave-
                        yard shift on Sunday and Wednesday nights with
                        the inmate's name (last name first), the amount
                        of money on hand as shown on his/her hard card,
                        the inmate's module, and the date. These slips
                        must be typed. No slip will be typed for an
                        inmate with less than 15 cents on his/her card.
                        The slips will be put in envelopes by module and
                        left in the modules by the graveyard shift rover
                        on his last round.

TITLE   REPORTING OF MAINTENANCE PROBLEMS

STATEMENT ONE   The Any County Correctional Center finds it
                     necessary to establish an accurate and uniform
                     method of reporting maintenance problems to the
                     Maintenance Department.

                     To implement these policies, it is necessary for
                     Maintenance to work closely with the administra-
                     tive and security personnel. Accordingly, the
                     administrative and security personnel shall
                     recognize maintenance problems in a manner which
                     will promote greater safety and welfare of both
                     parties.

STATEMENT TWO   In order to ensure the physical safety of the
                     Any County Correctional Center facility, all
                     actual or suspected breakdowns in the facility,
                     systems, equipment, or furnishings must be re-
                     ported to the Maintenance Department for inves-
                     tigation and, if necessary, corrective action.

PROCEDURE ONE   NIGHT LOCK-UP OF INMATES

            The module officer shall:

            1. Notify inmates to begin night lock-up.

            2. Once inmates are locked-up:

                a. Enter module and check each door to
                    ensure its has been dead-locked; and

                b. Notify floor supervisor when module is
                    secure.

            The floor supervisor shall:

            1. Notify module officers to commence lock-up
                procedure.

            2. Place control booth panel on "dead-lock."

            3. Notify shift commander when floor is secure.

            4. Log time completed, any problems incurred.

TITLE	LOCK-UP OF INMATES

POLICY	In order to ensure the safety and security of the inmates and staff of the Any County Correctional Center, all inmates will be locked in their cells between the hours of 11:30 PM and 5:30 AM, and at those other times deemed necessary by the facility administrator.

PROCEDURE ONE	NIGHT LOCK-UP OF INMATES

1. At 11:20 PM, the floor supervisor will notify each module officer, via intercom, to initiate the lock-up of his/her module. [PLEASE NOTE: REQUESTS TO POSTPONE THE NIGHT LOCK-UP MUST BE APPROVED BY THE SHIFT COMMANDER.]

2. The module officer will verbally request the inmates of his/her module to enter their cells by 11:30 PM. Should an inmate refuse to enter his/her cell, the module officer will initiate Procedure Two, Lock-Up Refusal, steps 1-5.

3. Immediately after all module inmates have entered their cells, the module officer will SC notify the floor supervisor via intercom.

4. The floor supervisor will activate the "dead-lock" system for the module, and confirm the completion of this activity with the module officer via intercom.

5. After all module inmates have been locked
    in their cells, the module officer will
    conduct a headcount [see Policy No. 1-101,
    Inmate Headcounts).

6. The module officer will ,also, physically
    check each cell door to ensure that they
    have been deadlocked. If a cell door is
    found unlocked, the module officer will
    manually lock it, and note the number of
    the door on the Module Activity Log [Form
    No. 110-01].

7. Immediately after all cell doors have been
    checked (and, if necessary, locked), the
    module officer will inform the floor super-
    visor, via intercom, that his/her module is
    secure. The module officer will, also,
    inform the floor supervisor of the number
    of any cell door requiring manual locking.

8. When all module officers have reported the
    security of their modules, the floor super-
    visor will inform the shift commander, via
    telephone, that his/her floor is secure.

9. The floor supervisor will record in the
    Floor Lock-Up Log [Form No. 110-10] the
    current date, and the time of completion of
    the lock-up.. If necessary, he/she will,
    also, record the name and number of any
    inmate refusing lock-up, in accordance with
    Procedure Two, Lock-Up Refusal, steps 6-8,
    and the number(s) of any cell door(s) re-
    quiring manual locking.

10. The floor supervisor will forward a copy of
    the Floor Lock-Up Log to the shift com-
    mander, via internal mail, at the end of
    the shift. If a lock-up refusal has
    occurred, a copy of the log will, also, be
    forwarded to the. administrator, via inter-
    nal mail, for initiation of Procedure Two,
    Lock-Up Refusal, steps 9-13. If a cell
    door has required manual locking, a copy of
    the log will be forwarded to the Main-
    tenance Department, via internal mail, for
    corrective action.

POLICY AND PROCEDURE DEVELOPMENT

FORMAT

NUMBER
EFFECTIVE DATE
APPROVING AUTHORITY
DISTRIBUTION

SUBJECT TITLE

POLICY

SOURCE

GENERAL INFORMATION

DEFINITION

PROCEDURE(S)

POLICY AND PROCEDURE DEVELOPMENT

MANUAL CONTENTS

    TITLE PAGE

    TABLE OF CONTENTS

    MISSION STATEMENT

    ORGANIZATIONAL CHART(S)

    KEY WORD INDEX

    LOG FOR NEW STATEMENTS

    POLICY AND PROCEDURE STATEMENTS

POLICY AND PROCEDURE DEVELOPMENT

POLICY DEFINITION

A DEFINITIVE STATEMENT OF AN ORGANIZATION'S POSITION ON AN ISSUE OF CONCERN TO THE EFFECTIVE OPERATION OF THE ORGANIZATION

POLICY AND PROCEDURE DEVELOPMENT

PROCEDURE DEFINITION

A DETAILED, STEP-BY-STEP DESCRIPTION OF THE SEQUENCE OF ACTIVITIES NECESSARY FOR THE ACHIEVEMENT OF THE POLICY WHICH IT ATTENDS

POLICY AND PROCEDURE DEVELOPMENT

RATIONALE

1. COMMUNICATES ORGANIZATION'S PHILOSOPHY AND WORKPLAN

2. PROMOTES CONSISTENCY, EFFICIENCY, AND PROFESSIONALISM

3. TRANSFERS AUTHORITY AND RESPONSIBILITY TO STAFF

4. INTRODUCES NEW IDEAS AND C O N C E P T S

5. ESTABLISHES BASIS OF COMPRE-HENSIVE STAFF TRAINING AND DEVELOPMENT PROGRAM

POLICY AND PROCEDURE DEVELOPMENT

RATIONALE - CONTINUED

6. PROVIDES DEFENSE IN COURT ACTION

7. GUIDES DOCUMENTATION FOR
EMPLOYEE DISCIPLINARY ACTION

8. 'ASSISTS IN STANDARDS COMPLIANCE

POLICY AND PROCEDURE DEVELOPMENT

SOURCES OF TOPICS

- DEPARTMENT AND FACILITY FUNCTION AND ACTIVITIES

- ADMINISTRATIVE AND OPERATIONAL PROBLEMS

- STATE STATUTES

- LOCAL AND STATE CODES AND REGULATIONS

- COURT ORDERS / CONSENT DECREES

- CORRECTIONS STANDARDS

- LOCAL CJS ISSUES

- MANUALS FROM OTHER FACILITIES

POLICY AND, PROCEDURE DEVELOPMENT

CONTENT MUST REFLECT

- **ORGANIZATIONAL PHILOSOPHY**

- **CONSTITUTIONAL AND PROFESSIONAL REQUIREMENTS**

- **OPERATIONAL REALITIES**

  ➤ **PEOPLE - STAFF AND INMATES**

  ➤ **FACILITY**

  ➤ **TECHNOLOGY**

  ➤ **F U N D I N G**

POLICY AND PROCEDURE DEVELOPMENT

CRITERIA FOR POLICY DEVELOPMENT

- **COMPLETE SENTENCES**

- **REFLECT ACTION**

- **PROVIDE RATIONALE**

- **GENERAL BUT DIRECTIVE**

- **CONCISE**

- **CLEAR AND UNMISTAKABLE**

POLICY AND PROCEDURE DEVELOPMENT

CRITERIA FOR PROCEDURE DEVELOPMENT

- PROCEDURE REQUIRES POLICY

- STEPS IN SEQUENCE

- INCLUDES RESPONSIBLE INDIVIDUALS/ FUNCTIONAL UNITS

- INDICATES TIMES AND LOCATIONS FOR COMPLETION OF ACTIVITIES'

- IDENTIFIES FORMS BY NAME AND NUMBER.

- NOTES MODES OF COMMUNICATION

- PROVIDES' FOR HANDLING OF MAJOR PROBLEMS.

- IDENTIFIES STAFF DISCRETION

POST ORDERS

POST ORDERS

Post orders are the specific instructions which accompany each designated position in the facility. They are a direct outgrowth of policy and procedure and become, in large measure, major content of staff training. This section briefly outlines the elements of post orders and presents specific examples.

POST ORDERS: ELEMENTS

- TITLE

- HOURS

- GENERAL DUTIES

- CHRONOLOGICAL ACTIVITY SCHEDULE

  * SPECIFIC DUTIES/RESPONSIBILITIES

- POLICY AND PROCEDURE NUMBERS

BUCKS COUNTY DEPARTMENT OF CORRECTIONS
BUCKS COUNTY PRISON

POST ORDERS

SERGEANT/SHIFT SUPERVISOR (Midnight - 8:00 A.M.)

1. You shall report for duty each day in accord-
    ance with your schedule and report in suff-
    icient time to ensure that you can review the
    shift with the Shift Supervisor whom you are
    relieving. This will ensure that you have in-
    formation regarding any unusual incidents that
    might have occurred during the previous shift.
    You will also ensure that your uniform is in
    proper condition and that you have checked
    your appearance before taking over command
    of the shift.

2. You are responsible for the supervision of
    all staff members on your shift and as the
    senior staff member present in the institu-
    tion during the 12-8 o'clock shift, you are
    responsible for the total operation of the
    institution. As Sergeant/Shift Supervisor
    you have authority to issue all orders regard-
    ing the operation of the shift during your
    tour of duty, except those items specifically
    precluded in the Standard Operating Procedure
    which must be acted upon by the Staff Duty
    Officer or other senior staff members.

3. Before entering the institution to take comm-
    and of the shift a walking tour is made of
    the barn and garage area to ensure that every-
    thing in that area adjacent to the institution
    is in proper order. A walking tour is also
    made of the parking lot to ensure that there
    are no unauthorized vehicles located in that
    area.

4. While entering the institution, the Sergeant/
    Shift Supervisor checks the Sallyport and Front
    Office area to ensure that all doors and locks
    are secured before entering the interior of the
    Prison.

5. You will then report to the Center Control area
    and review the previous shift with the Shift
    Supervisor from the 4:OO P.M. - Midnight shift
    and further review the log book to determine
    if any unusual occurances have taken place.
    You will then develop a plan or review stand-
    ing orders regarding any particular situations
    which have developed during the previous shift
    regarding inmates or other situations that might
    have developed. The count book is then checked
    to ensure that the count has cleared and that
    the count tally checks with the Shift Supervisor
    who is going off duty and that the book count
    checks with the daily count sheet.

6. You will ensure that all officers coxing on
    duty are dressed in the appropriate uniform
    and make whatever corrections are necessary
    to ensure that all uniforms are appropriate
    in appearance and are being properly worn. At
    this time any special instructions or inform-
    ation or information will be passed on to the
    correctional officers on the Midnight - 8:00 A.M.
    shift. At the same time while the officers are
    awaiting to assume their posts a check is made
    of the cash box and the keys. The key check
    consists of a review of the key box in the
    Control Center to determine that all keys have
    been returned and are present, except those
    keys that are currently in the possession of
    the officers manning the cellblocks.

7. You will then assign specific posts to each
    correctional officer on your shift, designating
    which officer will work on each assigned post.

8. The daily count sheet for the new day beginning
    at Midnight is then prepared by the Shift Super-
    visor. The official count sheet will include
    the names of all Maximum Security inmates so
    that staff members will be aware of exactly who
    they are. The daily count sheet must be com-
    pleted in full and will list all persons working
    during the 24 hour period beginning at the time
    that the particular shift goes on duty at Mid-
    night.

9. Assuming that there are no unusual situations
    at this time which require the presence of the
    Shift Supervisor in other parts of the insti-
    tution the Sergeant/Shift Supervisor will take
    his position in the Control Center.

10. The Shift Supervisor will then prepare the cash journal. The cash journal lists all monies and transactions that have taken place since 8:00 A.M. the previous morning. A Commissary card will be prepared for each new admission who has arrived at the institution since 8:00 A.M. the previous morning. All appropriate additions and deductions are then made on the Commissary card, both for new men and current inmates who might have received additional funds, either in court or through funds being left at the Front Door of the institution. All Commissary cards should be brought up to date with accurate entries regarding all financial transactions. You will total up all funds which have been brought in by inmates and ensure that this total checks with the actual cash on hand in the cash box. If the funds in the book and in the box match or balance, you will then sign the cash journal. If there is a discrepancy, the material will be rechecked and if the discrepancy cannot be isolated, a notation regarding the discrepancy is then made in the cash journal. A signature is then affixed to the journal concerning this information.

11. You will make all appropriate entries in your log book noting the time of a particular entry and the substantive information concerning a particular entry. The log book is the official record of your shift and entries will be made in detail and will cover all unusual incidents, substantive developments on your shift or other information you feel appropriate to become part of the official shift record. All entries in the log book should be clearly written, recognizing that they may be called to court in the future, therefore, entries should be easily readable, clearly written and detailed enough to ensure that anyone reading the log entry will understand exactly what took place. -Examples of typical log entry items include the following:

      1. Key check upon taking over the shift.

      2. All counts recorded.

      3. Results of the cash journal and cash box checks.

4. Check of count from the Re-
    habilitation Center.

5. Status check from the Control
    Center at the Rehabilitation
    Center.

6. Radio check of walkie-talkies
    currently being used by the
    shift.

7. Records call in to the Control
    Center by the roving yard sec-
    urity patrol to ensure that calls
    are being made on on a regular
    basis from the yard or outside
    the institution.

8. Notation of Rehab counts which
    are called into the Control. Center
    during the evening.

9. Notations on relief for the roving
    yard security patrol, noting who
    relieves which officer and when
    the relief takes place.

10. The time when the roving yard
    security patrol is instructed to
    make his check of the outside
    perimeter wall and which officer
    lets him out of the institution.

11. Any persons who enter the insti-
    tution after 12 o'clock Midnight.-
    official visitors.

12. New commitments who enter the in-
    stitution after midnight.

13. Unusual disciplinary incidents.

14. Unusual incidents that may relate
    to psychiatric or psychological
    disturbance of a particular pri-
    soner.

15. Any matters regarding fire safety
    or fire prevention.

16. Entry of the Warden into the in-
    stitution.

17. Any unusual occurance or unusual situation which deviates from the Standard Operating Procedure.

18. Notation made of contraband searches of various parts of the institution during your shift.

19. Any other occurances as may deemed relevant by the Shift Supervisor.

12. When an officer is free and can take over the Control Center, you will conduct a personal walking tour of each living unit in the institution ensuring that the cellblocks are in proper order and that no special problems have developed. Special emphasis will be given to cells which house any inmates with psychiatric or psychological problems or who have demonstrated unusual behavior problems. This-is an important part of your responsibilities, especially as regards prisoners who may have or do have psychiatric or psychological or mental health difficulties. You will instruct all staff members on your shift of any information you have received regarding potential suicide risks for current inmates or potential suicide reports we may have received on new commitments entering the institution. This is mandatory as every staff member on your shift should be fully aware of any major problems effecting various inmates. In addition to the housing units, the Shift Supervisor will also conduct a walking tour of all major areas within the institution.

13. If the mail officer locates funds or money which have arrived in the incoming mail, these will be given to the Shift Supervisor, who will make the appropriate entries on the Commissary cards. This also becomes part of the overall cash flow and should be entered in the appropriate journals and the funds should be placed in the cash box.

14. You will supervise the mid-evening count conducted between the hours of 2:30 A.M. and 3:30 A.M. The count figures are received by the Shift Supervisor, who will ensure that the count is clear. If the count is clear, the appropriate entry will be made in the shift log book and then will be reported to the Police Radio Room utilizing the county tele-
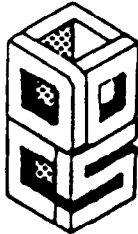
phone, Extension 380. If the count does not clear, you will instruct the officers to re-count the institution and continue to do so until the discrepancy is resolved. If the discrepancy cannot be resolved, two (2) off-icers are then assigned to count. One (1) opening the cell door and the second officer entering the cell and counting with a flash light. If the count is still not resolved after a head count, the Staff Duty Officer is than contacted. He will then follow the stan-dard procedures concerning a possible escape regarding the checking of all intake forms as is discussed in a later section of the Standard Operating Procedure.

15. At 5:15 A.M., you will instruct the block off-icer to awaken the inmates assigned to the kitchen crew. They are awakened so that they can begin to prepare the breakfast meal.

16. At 0600 A.M., the Shift Supervisor will turn on all corridor lights in the institution.

17. At 0625 A.M., the Shift Supervisor will ann-ounce reville (inmate wakeup) over the loud speaker system. A second call for reville is announced at 0630 A.M.

18. The Shift Supervisor will then assign his off-icers to their particular posts for the morning meal. The Shift Supervisor will be relieved in the Control Center and will proceed to the Administrative Segregation Wing and the Women's Wing where he will personally supervise the opening of the doors in those wings so that those persons may leave their housing units for breakfast.

19. At approximately 0730 A.M., the institution will be relocked on orders of the Shift Super-visor for the mourning count. The count will then proceed according to procedures described above and the appropriate notation made in the shift log book.

20. The Shift Supervisor will then instruct a de-signated officer to dispense the morning med-ication at approximately 0730-0745 A.M. or as soon as the institution is locked preparatory to the morning count. The morning medication is dispensed from cell to cell while the in-mates are locked up.

21. The Shift Supervisor will then confer with. the oncoming shift supervisor for the 8:00 A.M.-4:OO P.M. shift and will convey all special information concerning his tour of duty. This review will also include any situations regarding problem inmates who have been in the institution in the past or who have recently arrived during the previous shift. This briefing will include all appropriate information that should be passed on to the oncoming officer. The Shift Supervisor will indicate in the log that he has briefed his replacement regarding all appropriate matters. The appropriate entry is then made in the log that the Shift Supervisor has been relieved and command of the shift is then turned over to the oncoming Shift Supervisor.

22. The cash box is then counted by the oncoming Shift Supervisor in the presence of the Midnight - 8:00 A.M. Shift Supervisor to ensure that all sheets balance.

23. Before leaving your post, you will ensure that all incident reports and disciplinary reports from your shift have been processed and completed. The Shift Supervisor is not to leave the institution until all appropriate business from his shift has been completed.

	CITY OF LAS VEGAS DEPARTMENT OF DETENTION AND CORRECTIONAL SERVICES	DOCS NUMBER N/A	PAGES 4
		Related ACA Standards: N/A	
CENTER FOR DETENTION & CORRECTIONAL SERVICES			
Chapter: POST ORDERS		Subject: CONTROL CENTER OFFICER	

I. GENERAL DUTIES:

A. Personnel assigned to this post shall be attentive to their duties at all times.

B. There shall be no per&al reading materials or personal activity materials in the Control Center. Only those materials necessary for performance of Control Center duties shall be permitted.

C. It is the duty **of** the Control Center Officer to pass on information to the relieving shift Control Center Officer of any ongoing activities, existing emergencies, or conditions..

D. It is the duty of the Control Center Officer to notify the Shift Supervisor of all alarms, emergency responses, or special tasks which are relayed through the Control Center.

E. It is the duty of the Control Center Supervisor to see that the rules and regulations pertaining to the Control Room are strictly enforced by every officer performing Control Center duty.

F. The Control Center Officer shall make sure that all log books are kept current. He/she shall make sure that the inmate head count is current at all times. The Control Center Officer shall maintain a current file of inmate photo-locator cards and shall also maintain photos for the inmate photo board ensuring it is kept current at all times.

G. The oncoming Control Center Officer shall not relieve the on duty Control Center Officer until verification is made by the oncoming officer that everything is current and in order, i.e., keys, radios, flashlights, logs, headcount, photo-locator cards, etc.

H. The Control Center shall remain in clean condition at all times. The officer going off duty shall ascertain that all ash trays, scrap papers, etc., are emptied in the trash basket and that the Control Center console is free from any debris. The oncoming officer shall conduct a brief inspection to see that this and all orders are adhered to before relieving the on duty Control Center Officer.

I. The Control Center Officer shall execute all other duties, assignments, and special orders as may be directed through the Shift Supervisor.

J. The Control Center Officer shall comply with all existing policies, procedures, and directives not specifically rescinded or superceded herein.

II. **SPECIFIC DUTIES:**

A. **Access**

1. The door to the Control Center shall remain locked at all times.

2. Access to the Control Center shall be limited to the assigned Control Center Officer and to the Shift Supervisor, Services Support Officer, Assistant Director, and Director.

   All other personnel (officers and staff) shall use the administration sallyport to the lobby of the administration building and shall utilize the pass-through door located on the west wall of the Control Center in the hallway for the purpose of obtaining radios, keys or key tags, batteries, flashlights, etc. All other articles, i.e., helmets, shields for riot purposes shall be handed to the officer through the Control Center door by the Control Center Officer. No officer+-or staff member shall enter the Control Center unless he or she is performing Control Center duties.

3. The Control Center Officer shall halt all officials who attempt to bring items into the Control Center which are not authorized.

4. The Control Center Officer shall stop any unauthorized personnel from entering the facility and issue appropriate passes to authorized personnel in accordance with current pass policy.

5. Personnel not currently employed by the City of Las *Vegas* Department of Detention and Correctional Services shall not be allowed to enter the facility unless the Control Center Officer can verify that the person has official business AND IS **AUTHORIZED BY A SUPERIOR OFFICER** (SHIFT **SUPERVISOR, SERVICES SUPPORT OFFICER, ASSISTANT DIRECTOR, OR DIRECTOR).**

6. The Control Center Officer shall inform nonauthorized personnel to keep their I.D. visible at all times.

7. **THE CONTROL CENTER OFFICER SHALL** MAINTAIN **A RECORD OF ALL TRAFFIC THROUGH THE CONTROL SALLYPORT.** SAID RECORD SHALL INDICATE **NAME, DESTINATION , TIME IN AND TIME OUT.**

B. **Gates**

1. The outside gate is not to be opened when there is an inmate in the sallyport.

2. Whenever an officer is escorting an inmate through the sallyport, that officer has precedence over all other traffic.

3. Only one gate is to be opened at a time.

D. Headcount

1. The Control Center Officer shall announce headcount over the public address system and receive all data from the Unit Officers via the telephone.

2. Each Unit Officer or Work Crew Officer shall call their headcount in to the Control Center Officer.

3. The Control Center Officer shall match up this headcount against the master count kept in the Control Center.

4. When these two headcounts do not match, the Control Center Officer shall instruct the Unit Officer to recount. AT NO TIME SHALL THE CONTROL CENTER OFFICER GIVE THE UNIT OFFICER THE CORRECT COUNT.

5. If after a second headcount the Unit Officer does not report the correct count, the Control Center Officer shall contact the Shift Supervisor to report that a discrepancy has occurred.

6. The Area Officer shall bring the headcount slips to the Control Center. When all count slips are inspected by the Control Center Officer to ensure accurate information has been recorded (no strike-overs, erasures, use of a pencil instead of pen shall not be allowed), the Control Center Officer shall report to the Shift Supervisor that headcount is clear.

7. Upon instruction of the Shift Supervisor, headcount shall be announced as clear and the facility function will return to normal.

E. Keys

1. Before relieving the Control Center Officer, the relieving Control Center Officer shall insure that all keys are accounted for, i.e., there is no empty hook, each hook has a set of keys or tag on it.

2. The Control Center Officer shall perform the key inventory for his/her particular shift.

3. The Control Center Officer shall issue keys to authorized personnel only. A RECORD SHALL BE MAINTAINED BY THE CONTROL CENTER OFFICER OF ALL KEY CHECKOUTS, STAFF CHECKING OUT KEYS SHALL GIVE TO THE CONTROL CENTER OFFICER A KEY TAG TO BE PUT IN PLACE OF THE SET OF KEYS ON THE KEY STORAGE HOOKS.

4. When the marshalls transport inmates to and from destination using the Department of Detention and Correctional Services van or other vehicle, the marshalls will leave the keys to their department vehicle while the DDCS vehicle is in use by them This will ensure adequate transportation access for the Center.

F. Radio

    1.   The Control Center Officer is responsible for monitoring all radio traffic and under the instruction of the Shift Supervisor coordinates responce to all emergencies.

    2.   The Control Center Officer shall be familiar and utilize established 10 code radio procedures.

    3.   THE CONTROL CENTER OFFICER SHALL MAINTAIN A RECORD OF ALL RADIO CHECKOUTS.

    4.   A radio dispatch log will be kept on all radio traffic to and from mobile units.

G.   Telephone

    1.   The Control Center Officer shall answer the telephone: "DEPARTMENT OF DETENTION & CORRECTIONAL SERVICES, OFFICER_____."

    2.   Telephones in the Control Center shall not be used for personal calls.

    3. The telephone shall be answered and communicated in a professional and courteous manner.

    4. The Control Center Officer shall familiarize himself/herself with all emergency telephone numbers and call out procedures.

    5. The Control Center Officer shall not divulge employees' telephone numbers under any circumstances except to other employees, in the line of duty. The Control Center Officer shall call the employee whose number is being requested and give this employee information regarding the caller.

    6.   The Control Center Officer shall maintain and update--employee and emergency telephone numbers as they become available.

    7. Telephone calls made by inmates shall be placed through the Control Center. These calls shall not be monitored except through the direction of the Shift Supervisor or higher authority when probable cause exists that the inmate may be involved in an illegal act. Inmate calls shall be maintained on logs according to housing units. Length of calls may be limited according to the number of inmates waiting to place a call.

    8. All telephone calls made to any staff member or to the facility Control Center will be recorded on a separate log.

    9. All logs and other written materials will be turned in to the Shift Supervisor at the end of shift by the Control Center Officer being relieved.

ACTION PLANNING

ACTION PLANNING

While the importance to transition of each of the preceedinq topics has been emphasized, there is an element in the development of each which, if absent, would make their completion haphazard or impossible. That element is action planning. An action plan is a short-range plan which defines specific actions to be taken to achieve an intended result. Further, it specifies responsibility"'-for taking a particular action and targets a completion date. While action planning may seem simplistic [and it is], it is the necessary ingredient which separates the intention of good facility transition from the reality of good facility transition.

The final section of the resource guide presents action planning. It begins with an article on action planning which likens it to problem-solving. An outline overview of the article follows for easy reference. A generic action agenda form is included followed by an example of a completed action plan, Finally, copies of presentation materials conclude the section.

ACTION PLANING

A Problem Solving Technique

By: David J. Voorhis

Any problem can be defined basically as the difference between the current situation and the desired situation. From this standpoint, problem solving primarily involves determining how to bring the current situation closer to the desired situation.

Organizations are confronted with problems each day. Some organizations are confronted more often than others and some deal more effectively with problems than others. Many organizations, or more specifically, some managers are confronted with the same problems over and over again. The problem may have a new name or a new face but is the same issue over and over again. Why &es this occur? Mostly because some managers never develop an effective method to confront and resolve the problems of their organization. Experience has shown managers often like to feel needed in resolving,. with astute wisdom, the "brush fires" of the day, seemingly, because there is excitement in being in the midst of confusion and turmoil.

Managers who are effective and develop effective responsible staffs are more apt to have adequate time which is utilized to plan ahead, attempting to solve problems before the organization even feels the problem exists. There is a cyclical affect with good planning. With it things keep getting better and without it things continue to get worse.

This paper details an Action Planning Model which is but one tool that a manager can use to move towards effective and efficient operations. To use this tool and each of its steps every time is not effective. Each manager needs to develop an arsenal of techniques that can be used to manage the organization. The use of Action Planning can lead to positive results in the use of staff and resolution of problems having long range effects on the managers organization.

This is a process to develop strategies for changes in the organization based on an analysis of the problems which precede the need for change. It is a collaborative method of planning which involves the people working in the organization and permits the people who will be influenced by the decisions and change to have influence on the product or outcome.

ASSUMPTIONS: There is an assumption that people will support that which they help plan and create.   People who are impacted by change can have influence on the planning process and the possible solutions.   Many recent studies indicate that employees who are a part of the planning and problem solving decision making process will take on additional organizational responsibilities to implement the plans.

This action plan model can be used by the individual/manager in private to organize his thoughts on a given issue and develop results in an action agenda format which details the tasks and details the jobs to be accomplished.   However, the process is best suited for work groups that can utilize a team effort to solve major problems.   By developing the plan in work groups it becomes a collaborative planning effort, which when utilizing steps similiar to brain storming, will stimulate creativity of thought and provide a non-judgemental atmosphere for generating ideas.   Working in groups can provide opportunity to build on others' ideas and be a spring board to solutions unavailable to any single individual.

The process is directed at working on problems, to design solutions and works toward action or getting something done, rather than trying to figure out the person to blame for the problem.

In "closed systems" this technique can begin to open up the people and the system to be responsive to new inputs.   The process can provide provide people the opportunity to make investments of time, interest, responsibility to the outcome of the process and the success of the organization.

STEP I.   DEFINE THE PROBLEM

Action planning and problem solving is ususaly initiated when a defuse need, discomfort, or problem is noticed.   In defining the problem it is useful to describe in detail those needs, discomforts, and impacts on the organization, people and yourself.   Identify the impacts while describing the problem, this may seem redundant but experience has shown that people describing problems generally describe the "solution" and not the problem.

Many times, at this stage, the effort will be directed at symptoms of the problem and not the cause of the problem.   During the process of describing a problem you may find that additional information is needed from other sources.   Do not assume anything.   Get the facts. You may determine that the problem you originally thought to be the issue is really an indicator of several problems requiring either separate work

or interconnected response on the part of the organization.

A careful analysis of the problem, through critical description, will facilitate a more successful action plan and result. Problem definition is hard work and there is a general tendency to disregard it or abbreviate the effort. This will become evident later in the process when frustration appears as a result of working on a problem which has not been clearly articulated.

ACTION :   Get the facts and define the current situation concisely. Who, what, when, where, why, effects.)

STEP II.   OBJECTIVES

Identify the major objective(s) of this action plan.

What is to be accomplished as a result of the efforts on this problem. Do not describe at this point "how" the problem solving will be accomplished. Describe what the activities will "result" in, what the activities will produce that can be evaluated or measured, when some action is taken to resolve the problem..

The objective should be specific. The statement cannot be vague and general to the extent that it provides little guidance to subordinates. The objectives should be results versus activities in which one may engage to achieve the result.

The objective should be realistic and attainable but must stretch the organization to new standards. A clearly written and concise objective which conveys the true intent of the writer creates more significance.

NOTE :   Step III is closely related to this step and by completing the two steps simultaneously each individual step may be easier to respond to.

STEP III.   IDEAL SOLUTION

In describing the ideal solution, imagine what you would most like to see happening. What would the situation/environment look like after all action plan activities are completed? What would the people involved in this situation be doing?

At this point, for the ideal solution, dream a bit and clearly describe the "IDEAL". The following step in this action planning model suggests the identification of alternative solutions, therefore, Step III should

include and describe the best possible solution. If the action plan is designed to achieve low results then that will probably be the exact result. On the other hand, if the ideal solution stretches the organization to new limits the environment can move to new plateaus.

This solution will not only include what the situation will look like but will describe the general activities which are necessary to achieve the ideal solution.

NOTE: The objectives and the ideal solution may look very similiar, however, there is good chance the description of the ideal solution will be much different than the objectives. Only through practice will this statement have meaning.

STEP IV.   ALTERNATIVE SOLUTIONS

There are probably many ways and results possible in moving away from the current problem status. The ideal solution describes what might best serve the organization, however, this solution may be unattainable for many reasons, like inadequate capital resources or staff. It is then important to identify less than ideal solutions. At this point, identify the optional methods/results that are to be considered in solving the current dilema.

Describe the alternatives available and provide some assessment of their value and impact on the organizational environment.

Use any method available to you, such as the forcefield analysis, to help evaluate these alternatives and the ideal solution.

A careful evaluation of each possible alternative which includes assessments of such topics as:

Obstacles which may block, impede or prohibit the implementation of a possible alternative. An obstacle identified can be removed or efforts to lessen the strength of each obstacle can be initiated. It may be necessary to circumvent an identified obstacle or modify the alternative solution to comply with the obstacle.

Resources which are currently available or can be made available to assist in the implementation of the alternatives. People, money, resources, special skills and events or stresses can be identified as resources to a problems solution.

Impacts on people, resources, the environment (work place), clients

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and the total organization could be reviewed to determine additional necessary steps which are required to guarantee a successful action plan.   What will the side effects be on each alternative?

is necessary to ensure adequate preparation and successful development of the action plan and resolution to the original problem..   It may be helpful to seek additional data during this evaluation step to assist in deliberations.   It may also be desirable, if it appears necessary, to seek outside help and suggestions.

SHORT VS. LONG RANGE: An analysis of the possible solutions may indicate a strong need to be responsive to short range solutions/problems, while directing efforts at long range modifications. This may require an additional action agenda and plan to develop changes of a more permanent nature in the future.   Many times it will be necessary to develop short range action agendas which coincide with long range action agendas.

PROBLEM CONSIDERATION: If it seems appropriate and in light of the solutions generated that the issue is still unclear it may be proper to reconsider Step 1, Problem Definition for clarity.   After a review of the problem statement you may recognize that you were working on a symptom instead of the problem. An analysis of the more clearly defined problem may require an alteration to the objectives or the ideal solution. These reviews and changes are costly in terms of time and effort which emphasis' the need for rigid scrutiny during the initial problem definition to avoid wasted time and effort.   Once implementation begins, it is even more difficult to learn that the entire action plan and subsequent efforts were based on symtoms in lieu of authentic problems.

ACTION :   Determine:
              What solutions are available.
              What solution has priority.
              What are available resources.
              What are existing obstacles.
              What are side effects (Budget - People).
                  Public relations.
                  Work structure/schedule.
                  Resistance to change.

STEP V. RECOMMEND SOLUTION

Based on work generated in the first four steps you will be able to make a recommendation or selection of the alternative best suited and most likely to be achieved.   This decision is based on a solid foundation if sufficient effort was generated to achieve factual and complete

data in the phases prior to determining the recommended solution. Based on the evaluation, the recommendation will provide the reasoning utilized in making the determination, this solution is the most appropriate choice.   Analysis of the budget impacts can be itemized, including statements detailing the anticipated obstacles, side effects and impacts of the proposed changes.   The resources to be utilized will be clearly definable if the decision to include a statement of recommendation is made.   This step is most useful to clarify the efforts and thought process used in determining the recommended course of action.   This step is essential if you are submitting the analysis to a higher level manager for approval of the action and activities; If this is not necessary then a quick and simple listing of reasons used to make the selection may or may not be included in the planning document.

Once the problem solution has been determined, establishment of the action plan can begin.   The activities which are necessary to implement the action plan can be identified in the following step.

STEP VI.   ACTION AGENDA

Development of the agenda and specific steps to accomplish the plan must now be identified.   The tasks necessary to accomplish each step of the plan should be spelled out in the action agenda.   In other words, each major step will contain a group of tasks which must be completed.   Each step should be clearly identified.

    Step 1.   To hire a new employee suggests the need for other tasks;

        1) Seek budget approval.
        2) Write job description.
        3) Do a recruitment process, and so on.

As you can see there needs to be a systematic procedure to surface the activities necessary to accomplish the solution recommended.   Once the activities are labeled, the duties or tasks to complete the activity can be assigned to specific individuals who then become responsible for its completion.   It is useful for the manager to obtain approval, of the recipient, for the task assignment and obtain agreement on a completion date for the task/activity.   Each of the steps and tasks is assigned and completion dates -are established.   As the action agenda becomes more complex the importance of accountability becomes more significant.   If tasks are assigned without a structure which notifies the manager that tasks are not completed on due dates, there will be a break down in the entire plan.

A manager may utilize this process to "control" the' organization by

identifying problems, objectives, solutions and then developing assignments to resolve the issues facing the system. The manager then uses this tool as an effective method to supervise and hold employees accountable.

This is but one technique available to managers in developing solutions to everyday problems. A manager must have several options available for the various issues that come before organizations. To over use one method or to lock in and require all the steps for every problem can lead to inflexibility resulting in wasted efforts and-frustrated staff.

The important element is to develop a structure which surfaces the right information on which to make decisions, then to make the right decision which gets implemented through the proper management of activities and scheduling.

ACTION PLANNING

An Overview

WHAT IS IT?

-- a process to develop strategies for change

-- a method of collaborative planning that allows people to
   have an influence on the outcome of decisions

WHAT ARE THE UNDERLYING ASSUMPTIONS?

-- PEOPLE HELP SUPPORT WHAT THEY CREATE

-- people involved in change should have a part in making those
   plans and decisions

-- steps utilizing brainstorming stimulate creativity of thought and
   provide a non-judgemental atmosphere for generating ideas

-- working in groups is an opportunity to build on others' ideas

-- the process works toward something, rather than trying to figure
   out "whys"

WHAT ARE THE OUTCOMES?

-- a product, the action agenda, detailing the jobs for accomplishment

-- a process that encourages people to share responsibility for
   implementation of the solution

ACTION PLANNING

An Overview

WHAT ARE THE BENEFITS OF USING ACTION PLANNING?

-- opens up your system

-- provides for the involvement of the people who are part
   of the change

-- invites people to make investments of interest, time and
   responsibility for the outcome

-- provides for the proper identification and prioritization
   of problems

-- continues the process of revision, review and change

-- develops a starting point for even the largest problem

WHAT ARE THE COMPONENTS?

Problem Identification

-- describing existing situation

-- examining problems (by operationalizing)

-- prioritizing problems

-- selecting priority problem area

Ideal Situation*

-- describing the ideal situation   -- identifying obstacles and resources

-- deciding on the action solution

ACTION PLANNING

An Overview

Action Agenda

-- developing steps to accomplishment with tasks, responsibilities
   and timeframes

-- planning for evaluation

HOW WILL WE USE ACTION PLANNING?

-- each county team will develop an action agenda, using a six
   month timetable

-- each team will present its problem, solution and timeframe
   for resolution, with each member giving his/her individual
   responsibilities

-- county progress will be followed after the conference at three
   and six month intervals

-- Hopefully, you will successfully implement the process back home
   and expand your team.

Team Development

SUGGESTIONS FOR TEAM MEETINGS

1. Set a regular meeting time, frequency and place.

2. Use an open agenda process:

    Post it in a public place so people can add to the agenda:
    Encourage input at the start of the meeting.

3. Keep meetings open to anyone interested.

4. Develop ground rules for meetings.

5. Assign jobs before meeting ends and record responsibilities.

6. Remember that PEOPLE SUPPORT WHAT THEY HELP CREATE.

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ACTION AGENDA: FORM DESCRIPTION

1. Objective: The specific description of an END RESULT to be achieved.

2. Major Task Action Steps: The activities which are required to achieve the objective.

3. Person Responsible: The name or job title of individual who will be responsible for completing action step.   A person should be assigned to each action step.

4. Date of Completion: Desired completion date for each action step.   Person responsible should share the selection of completion date with general coordinator.

5. Resources Required: Specific resources (major equipment and money) necessary for each action step.

Due Date:

Action Plan + :   **Person Responsible:**   **Area:**

Task/Objective:

Activities	Person Responsible	Date of Completion	Resources Required	Status

Activities	Person Responsible	Date of Completion	Resources Required	status

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Action Plan + : 1.1   **Person Responsible:** Gordon

Task/Objective: Generate a list of policy topics

Activities	Person Responsible	Date of Completion	Resources Required	Status
1. Brainstorm list of policy topics	Task force	5/18/84		
a. Distribute list of operations functions and activities	Rita	5/18/84		completed
2. Review NIC subject list	Jackie	5/25/84	IC Sample P/P Manual	
3. Review CAC and state standards	TF-individual assigns.	5/25/04	CAC Stds. state stds.	
4. Review and list recent Criminal Justice Advisory Committee minutes	Gordon	5/23/84	CJAC minutes for last 6 mos.	
5. Review Adams and Jefferson County manuals	Aubrey & Blake	5/25/84	Adams & Jeffco manuals	
6. Review existing policy and procedure manual	Martha	5/25/84	Existing P/P manual	

ACTION PLANNING

DEFINITION

AN ACTION PLAN IS A **SHORT-RANGE** PLAN WHICH DEFINES **SPECIFIC ACTIONS** TO BE TAKEN TO ACCOMPLISH AN **INTENDED OUTCOME, SPECIFIC RESPONSIBILTY** FOR THAT ACTION, AND A **COMPLETION DATE.**

ACTION PLANNING

RATIONALE

1. REDUCES COMPLICATED TASKS TO
   SPECIFIC, MANAGEABLE ACTIVITIES

2. PERMITS **MEASUREMENT OF PROGRESS**

3. SERVES TO HOLD PEOPLE **ACCOUNTABLE**

ACTION PLANNING

STEP # 1

GENERATE LIST OF TASKS NECESSARY TO ACCOMPLISH INTENDED OUTCOME

- **BRAIN-STORMING**

- **NOMINAL GROUP TECHNIQUE**

ACTION PLANNING

STEP # 2

REORDER LIST ACCORDING TO PRIORITY
AND NECESSARY- SEQUENCE-

- GROUP SIMILAR TASKS

- REMEMBER NOT ALL TASKS ARE
  SEQUENTIAL

STEP # 3

DETERMINE ACTIVITIES NECESSARY TO
IMPLEMENT EACH TASK

- SEQUENCE AND INTERDEPENDENCE

ACTION PLANNING

STEP # 4

ASSIGN SPECIFIC RESPONSIBILITY

- DO NOT DELEGATE ARBITRARILY

STEP # 5

NOTE COMPLETION DATE

- BE REALISTIC!